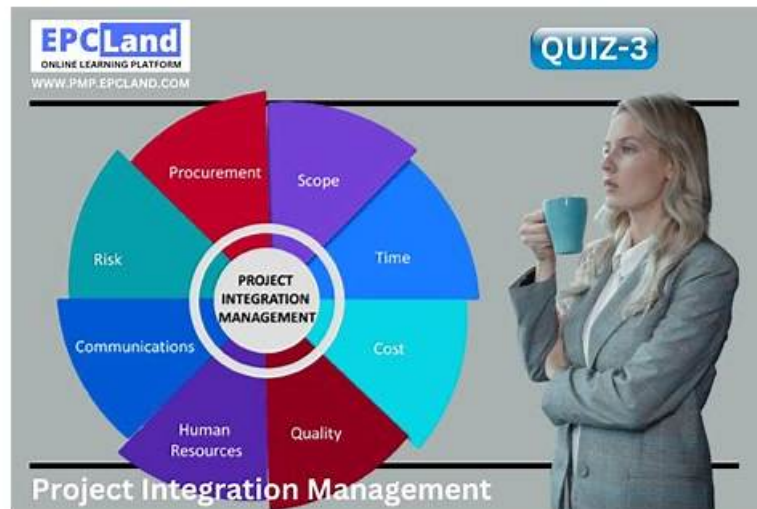


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## PMI Project Management Professional (2025 Version) Sample Questions (Q639-Q644):

### NEW QUESTION # 639

A project sponsor asks the project manager to explore a hybrid approach for a new project. The product manager for this project has already prepared a detailed specification for the product.

What should the project manager do to proceed with the project management plan?

- A. Recommend to the project sponsor that a predictive approach is appropriate for the project due to the stable product requirements.
- B. Ask the team to assess whether the product specification can be expressed in user stories to enable a Scrum or Kanban

approach.

- C. Ask the product manager whether they are prepared to act as product owner for the project in order to participate in iterative planning and reviews.
- D. Explore with the product manager to determine if there are viable opportunities to deliver value incrementally and increase business value.

**Answer: A**

Explanation:

A hybrid approach is a combination of predictive and adaptive (or agile) methodologies that can be tailored to suit the project's needs and context. A hybrid approach can offer the benefits of both approaches, such as clarity, flexibility, responsiveness, and customer satisfaction. However, a hybrid approach also requires careful planning, coordination, and communication among the project stakeholders, especially the project manager, the product manager, and the project sponsor<sup>12</sup>.

The best option for the project manager to proceed with the project management plan is to explore with the product manager to determine if there are viable opportunities to deliver value incrementally and increase business value. This option can help the project manager to understand the product vision, scope, and requirements, and to identify the areas where an adaptive approach can be applied. It can also help the project manager to collaborate with the product manager and align their expectations and goals. Moreover, it can help the project manager to demonstrate the value of a hybrid approach to the project sponsor and gain their support and approval<sup>3</sup>.

The other options are not as effective or relevant for proceeding with the project management plan:

\* A. Ask the team to assess whether the product specification can be expressed in user stories to enable a Scrum or Kanban approach: User stories are a common tool used in agile methodologies to describe the features and functionalities of a product from the perspective of the end user. They help to capture the user needs, preferences, and value proposition. However, user stories are not the only way to express the product specification, and they may not be suitable for every project or product. Asking the team to assess whether the product specification can be expressed in user stories may not address the project manager's need to explore the hybrid approach with the product manager and the project sponsor. It may also create confusion or conflict among the team members, who may not be familiar with or comfortable with agile methodologies.

\* C. Recommend to the project sponsor that a predictive approach is appropriate for the project due to the stable product requirements: A predictive approach is a traditional methodology that follows a linear and sequential process of planning, executing, and controlling the project. A predictive approach is suitable for projects that have stable and well-defined requirements, scope, and deliverables. However, a predictive approach may not be able to accommodate changes, uncertainties, or complexities that may arise during the project. Recommending to the project sponsor that a predictive approach is appropriate

\* for the project may not reflect the project manager's willingness to explore the hybrid approach, and may also disregard the project sponsor's request and preference.

\* D. Ask the product manager whether they are prepared to act as product owner for the project in order to participate in iterative planning and reviews: A product owner is a role in agile methodologies that represents the voice of the customer and the business. A product owner is responsible for defining, prioritizing, and validating the product backlog, and for collaborating with the development team and the stakeholders. A product owner is also involved in iterative planning and reviews, such as sprint planning, sprint review, and sprint retrospective. However, a product owner is not the same as a product manager, and they may have different skills, responsibilities, and expectations. Asking the product manager whether they are prepared to act as product owner for the project may not be appropriate or realistic, and may also imply that the project manager has already decided to adopt an agile methodology without consulting the product manager or the project sponsor.

References:

1: Hybrid Project Management: What It Is & How to Implement It 2: Hybrid Project Management: A Guide for Project Managers  
3: How to Choose the Right Project Management Methodology : [Project Management Methodologies: How to Choose the Best One for Your Project] : [User Stories: An Agile Introduction] : [User Stories: The Ultimate Beginner's Guide] : [Predictive Project Management: What It Is & How to Use It] :  
[Predictive vs. Adaptive Project Management: Which One to Choose?] : [Product Owner vs Product Manager: What's the Difference?] : [Product Owner Role: A Complete Guide]

## NEW QUESTION # 640

Impacts to other organizational areas, levels of service, and acceptance criteria are typical components of which document?

- **A. Requirements documentation**
- B. Risk register
- C. Business case
- D. Work breakdown structure

**Answer: A**

#### NEW QUESTION # 641

A project feature from the development team was rejected due to low quality. Over the past few weeks, the testing team has become concerned because the development team has not yet responded to the rejection. As a result, the testing team has escalated the conflict to the project manager.

What should the project manager do?

- A. Initiate an improvement plan for the development team to follow.
- B. Remove the development team's rejected feature from the backlog.
- C. Reassure all team members that the development team will fix the issue.
- D. Evaluate the context for the conflict with the development team.

**Answer: D**

#### NEW QUESTION # 642

Drag the characteristics of the stage on the left to the correct Tuckman Ladder stage on the right

□

**Answer:**

Explanation:

□

#### NEW QUESTION # 643

Which of the following terms refers to the situation where the work is being used for the purpose intended and so certified:

- A. substantial completion
- B. final completion
- C. contract closeout
- D. beneficial completion
- E. project completion

**Answer: A**

#### NEW QUESTION # 644

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