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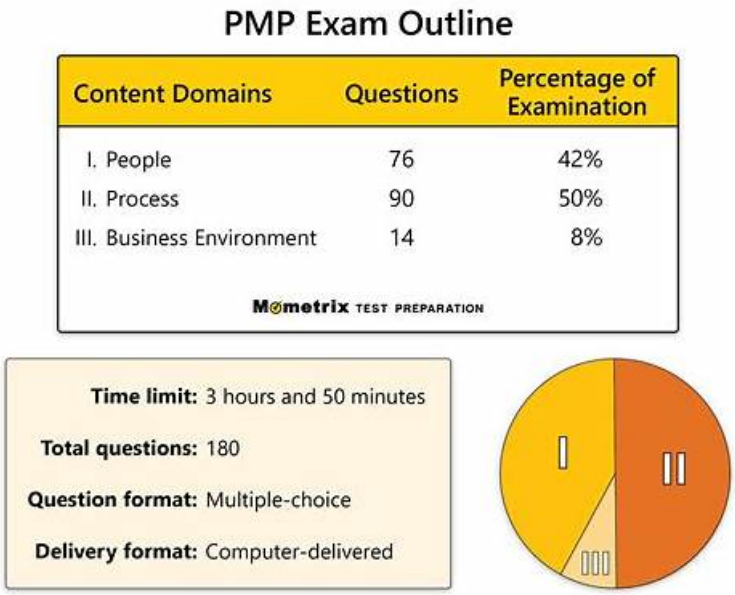

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PMI Project Management Professional (2025 Version) Sample Questions (Q1406-Q1411):

NEW QUESTION # 1406
A project manager receives an email from a customer saying that they do not want to keep working with one of the project team members. The customer does not provide any reasons for this sentiment. The project manager is concerned because this project team member is highly skilled and experienced and is key in one of the main project deliverables.
What should the project manager do to ease the situation?

- A. Ask the project team member to call the customer to apologize for their behavior.
- B. Talk to the customer and project team member separately to assess the issue and decide on the next steps.

- C. Remove the project team member immediately and assign the pending activities to other team members.
- D. Tell the customer that they do not have the authority to remove project team members.

Answer: B

Explanation:
When faced with customer dissatisfaction, especially when no specific reasons are provided, it is important for the project manager to engage in a dialogue to understand the underlying concerns. Talking to the customer and the project team member separately allows the project manager to gather information from both sides, assess the situation, and determine the appropriate next steps. This approach is in line with the PMI's guidelines on stakeholder engagement and conflict resolution, which emphasize the importance of communication and problem-solving in project management. It ensures that decisions are made based on a thorough understanding of the situation rather than a hasty reaction.
: (Project Management Institute. (2021). A Guide to the Project Management Body of Knowledge (PMBOK Guide) - Seventh Edition and Standards. Project Management Institute.)

NEW QUESTION # 1407
A project's business case was just approved and the project manager is creating the benefits management plan.
It is unclear how the benefits from the project align with the organization's vision.
What should the project manager do first to verify alignment?

- A. Request a copy of the project assumptions log for more insight.
- B. Meet with the project sponsor to obtain more information.
- C. Ask the project team to delay the kick-off while resolving the concern.
- D. Consult with the project team members to gain their opinions.

Answer: B

NEW QUESTION # 1408
A project manager for an agile project is concerned that the team has been losing momentum over the last iterations. Which two tools should the project manager use to analyze team performance? (Choose two)

- A. 0Project schedule
- B. Cumulative flow diagram of completed features
- C. Burndown chart
- D. Work breakdown structure (WBS)
- E. Product backlog burnup chart

Answer: B,C

Explanation:
In agile project management, the cumulative flow diagram and the burndown chart are essential tools for analyzing team performance. The cumulative flow diagram provides a visual representation of work items in various stages of a process, allowing the project manager to identify bottlenecks or work in progress limits.
The burndown chart, on the other hand, shows the amount of work that has been completed and the work remaining over time, offering insights into whether the team is on track to complete the project in the desired timeframe.
References: = Agile Practice Guide1, Metrics for Agile Projects: Finding the Right Tools for the Job2, Team Performance Domain - PMBOK 7 Study3.

NEW QUESTION # 1409
Which of the following is closest to Juran's definition of Quality:

- A. All of the other alternatives apply.
- B. fitness for use.
- C. conformance to requirements.
- D. continuous improvement.
- E. customer focus.

Answer: B

NEW QUESTION # 1410
An integrated project involves the interaction of both hardware and software and the sponsor has approved the schedule management plan The project team evaluated the product's feasibility of functionality and accelerated testing What should the project manager do as a servant leader?

- A. Submit a change request to the project sponsor for accelerated testing.
- B. Amend the project budget to include MVP testing
- C. Develop the product as per the schedule to perform integration and testing
- D. Support the team as necessary to find the minimum viable product (MVP).

Answer: D

Explanation:
Servant leadership is a style of leadership that focuses on serving the needs and interests of the team members, rather than imposing authority or control over them. Servant leaders empower, coach, and facilitate their teams to achieve the project goals, while fostering a culture of trust, collaboration, and innovation. According to the Professional in Business Analysis Reference Materials1, servant leadership is one of the key competencies for project managers, especially in agile environments, where teams are expected to be self-organizing, adaptive, and customer-centric.
In this scenario, the project team evaluated the product's feasibility of functionality and accelerated testing, which implies that they are following an agile approach to deliver the product incrementally and iteratively, based on customer feedback and value. A minimum viable product (MVP) is a version of the product that has enough features to satisfy the customer's needs and provide feedback for future development. Finding the MVP is a common practice in agile projects, as it helps to reduce waste, optimize resources, and validate assumptions.
Therefore, the best option for the project manager as a servant leader is to support the team as necessary to find the MVP. This means that the project manager should:
* Provide the team with the necessary tools, resources, and guidance to conduct the feasibility and testing activities.
* Remove any impediments or obstacles that might hinder the team's progress or performance.
* Encourage the team to collaborate and communicate effectively with each other and with the customer.
* Facilitate the team's learning and improvement through feedback, reflection, and experimentation.
* Recognize and appreciate the team's efforts and achievements.
By supporting the team as necessary to find the MVP, the project manager can demonstrate servant leadership, and help the team to deliver a valuable and quality product to the customer, while meeting the project constraints and expectations.
The other options are not the best choices, because:
* Amend the project budget to include MVP testing: This option implies that the project manager is not following the approved schedule management plan, and is making changes to the project scope, cost, and baseline without proper justification or authorization. This could create confusion, conflict, or resistance among the project stakeholders, and jeopardize the project success. Moreover, this option does not reflect servant leadership, as it does not address the needs or interests of the team or the customer.
* Submit a change request to the project sponsor for accelerated testing: This option implies that the project manager is not following the agile principles and practices, and is relying on a formal and bureaucratic process to manage changes in the project. This could slow down the project delivery, reduce the team's autonomy and flexibility, and undermine the customer's satisfaction and trust. Moreover, this option does not reflect servant leadership, as it does not empower or facilitate the team to find the MVP.
* Develop the product as per the schedule to perform integration and testing: This option implies that the project manager is ignoring the team's evaluation and feedback, and is sticking to a rigid and predetermined plan to deliver the product. This could result in a product that does not meet the customer's needs or expectations, or that has unnecessary or unwanted features. Moreover, this option does not reflect servant leadership, as it does not support or involve the team in finding the MVP.
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Servant Leadership in Project Management.

NEW QUESTION # 1411
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