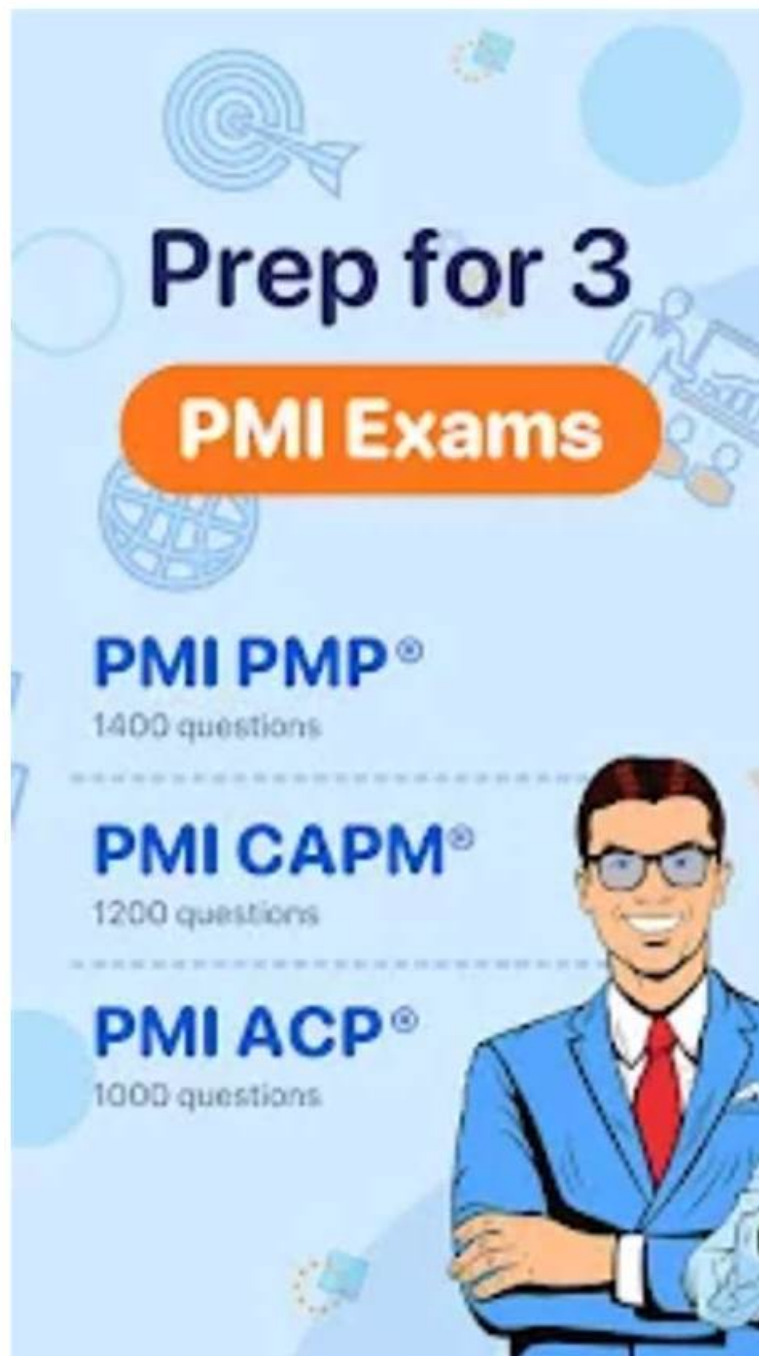


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PMI Project Management Professional (2025 Version) Sample Questions (Q146-Q151):

NEW QUESTION # 146

During a final investment decision meeting, all of the stakeholders were aligned on the project benefits, proposed budget, and schedule. Before final approval was given, the executive requested an aspirational target for the project team to obtain an enhanced benefit from the project.

What should the project manager do in this situation?

- A. Review the proposal and suggest optional benefit improvement opportunities for the project.
- B. Accept the request and commit to some benefit improvement opportunities for the project.
- C. Investigate the request and express willingness to find ways to obtain higher project benefits.
- D. Explain the planning and budgeting process and demonstrate that the project proposal maximizes benefits.

Answer: A

Explanation:

When stakeholders are aligned and planning is complete, introducing aspirational targets should be handled thoughtfully. Rather than making commitments (which may jeopardize existing project constraints), the project manager should review the proposal and suggest optional or aspirational benefit improvements that do not compromise the approved budget, scope, or schedule.

According to the PMBOK Guide - Seventh Edition, project managers are responsible for balancing competing constraints and ensuring realistic commitments. While enhancing benefits is desirable, it must be done transparently and optionally-not as a new baseline-unless formally approved.

Option A is risky; committing prematurely may create unrealistic expectations.

Option B is vague and lacks the structure of formally suggesting feasible opportunities.

Option D may seem defensive and close-minded.

Reference:

PMBOK Guide - Seventh Edition, Principle 1: Stewardship, and Value Delivery PMI Benefits Realization Management Framework

NEW QUESTION # 147

A senior project manager is assigned to lead a team of project managers to run a large initiative.

One of the key stakeholders often bypasses the senior project manager and gives instructions to the other project managers directly.

What should the senior project manager do?

- A. Review the benefits realization plan with the sponsor and the stakeholder.
- B. Tell the project managers to document the stakeholder's instructions.
- C. Escalate to the project sponsors and the manager of this stakeholder.
- D. Evaluate the stakeholder analysis to identify the stakeholder's influence.

Answer: D

NEW QUESTION # 148

Another name for an Ishikawa diagram is:

- A. control chart.
- **B. cause and effect diagram.**
- C. flowchart.
- D. histogram.

Answer: B

NEW QUESTION # 149

Tools and techniques used in Direct and Manage Project Work include:

- A. Analytical techniques and a project management information system
- B. Process analysis and expert judgment
- **C. Expert judgment and meetings**
- D. Performance reviews and meetings

Answer: C

Explanation:

Section: Executing

NEW QUESTION # 150

After completing the scope management plan, the project manager determines that no in-house expertise exists to develop a critical product component. Discussion with another project manager reveals that multiple vendors have been engaged in the past for similar jobs.

What should the project manager do next?

- A. Issue a request for quote (RFQ) to vendors.
- **B. Discuss the budget with the project sponsor.**
- C. Create a procurement statement of work (SOW).
- D. Invite the previous vendors to a bidding conference.

Answer: B

Explanation:

Section: Planning

NEW QUESTION # 151

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