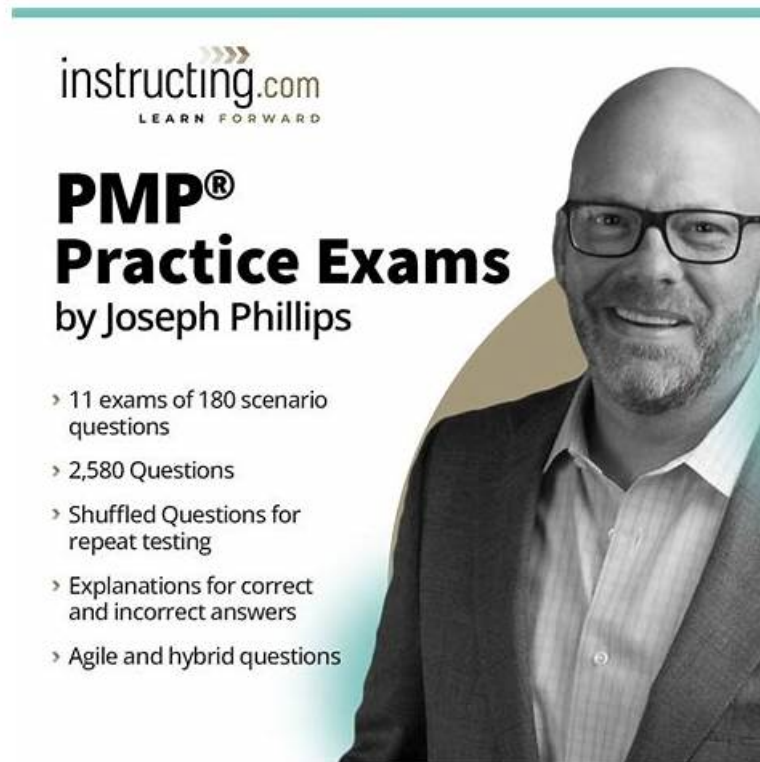


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PMI Project Management Professional (2025 Version) Sample Questions (Q393-Q398):

NEW QUESTION # 393

At the completion of a project phase, a previously unknown stakeholder complained that their deliverables for the phase were not met. What should the project manager have done to prevent this?

- A. Identified the stakeholder deliverables within the scope management plan
- **B. Reviewed the stakeholder register to understand all stakeholder expectations**
- C. Interviewed stakeholders within other units in the organization
- D. Reviewed the quality management plan to ensure that such mistakes were minimized

Answer: B

NEW QUESTION # 394

A project manager is new to hybrid project management and is worried about the project because it has a high level of requirements uncertainty. The team has experience with hybrid projects, performs daily standups, and is committed to the project. The project manager is concerned about losing control of the project and would like to have a more central role. How should the project manager address this issue?

- A. Change the approach for the project to a predictive approach.
- B. Escalate the issue to the change control board (CCB) and ask for advice.
- **C. Adopt the role of supporting and empowering the project team to do the work.**
- D. Modify the daily standup meetings to include project status reporting.

Answer: C

Explanation:

According to the PMBOK Guide, hybrid project management is a technique where high-level project phases are planned using the waterfall approach, and project phase work (actual tasks) execution is done the Agile way¹. Hybrid project management is getting more attention as it offers the flexibility to combine the best practices from both waterfall and agile methodologies². One of the benefits of hybrid project management is that it allows the project team to adapt to changing requirements and customer needs, which are common in projects with a high level of uncertainty³. However, this also requires the project manager to adopt a different role than in a traditional waterfall project. Instead of being a central authority who directs and controls the project, the project manager should act as a facilitator, coach, and servant leader who supports and empowers the project team to do the work⁴. This means that the project manager should trust the team's expertise and experience, delegate decision-making authority, provide feedback and guidance, and remove any impediments that hinder the team's progress⁵. By doing so, the project manager can foster a collaborative and agile culture that enhances the team's performance and satisfaction⁶.

Therefore, the best way for the project manager to address the issue of losing control of the project is to adopt the role of supporting and empowering the project team to do the work (option C). This will help the project manager to cope with the uncertainty and complexity of the project, and to leverage the team's skills and knowledge. Modifying the daily standup meetings to include project status reporting (option A) may not be effective, as it may disrupt the purpose and flow of the standup meetings, which are meant to be brief and focused on the team's progress, issues, and plans. Escalating the issue to the change control board (CCB) and asking for advice (option B) may not be appropriate, as the CCB is usually responsible for reviewing and approving changes to the project scope, schedule, cost, or quality, not for providing guidance on the project management approach. Changing the approach for the project to a predictive approach (option D) may not be feasible or desirable, as it may not suit the nature and context of the project, and it may cause resistance and confusion among the project stakeholders. References:

* 1: PMBOK Guide, 6th edition, p. 19

* 2: Teamhood, Hybrid Project Management: What is it, Approach & Software

* 3: The Digital Project Manager, Ultimate Guide To Hybrid Project Methodologies & How To Make Them

* 4: PMBOK Guide, 6th edition, p. 54

- * 5: PMI, Agile Practice Guide, p. 21
- * 6: PMI, Agile Practice Guide, p. 22
- * [7]: PMI, Agile Practice Guide, p. 50
- * [8]: PMBOK Guide, 6th edition, p. 115
- * [9]: PMBOK Guide, 6th edition, p. 18

NEW QUESTION # 395

You are the project manager at a utility company. Due to the recent rise in the cost of petroleum, your organization is exploring cheaper, alternative forms of energy. You have just completed the project scope changes, requested changes, and updates to the project scope management plan. Which of the following process did you just complete?

- A. Scope verification
- B. Develop preliminary project scope statement
- C. Scope planning
- **D. Scope definition**
- E. Develop project management plan

Answer: D

NEW QUESTION # 396

A project manager identifies a task that will require special knowledge, but none of the team members have this knowledge. The project manager believes a similar situation will occur in an upcoming project. What should the project manager do next?

- A. Submit a change request to modify the project scope.
- B. Ask the client to modify the deliverables that require this special knowledge.
- **C. Prepare a training session for the team taking into consideration cost and time.**
- D. Replace members of the team with more experienced individuals.

Answer: C

NEW QUESTION # 397

The following chart contains information about the tasks in a project.

Task	PV	AC	EV
1	10,000	10,000	10,000
2	10,000	8,000	10,000
3	10,000	8,000	8,000
4	9,000	12,000	10,000
5	10,000	12,000	12,000
6	10,000	10,000	12,000
7	12,000	12,000	10,000
8	10,000	8,000	9,000
9	12,000	10,000	11,000

Based on the chart, what is the schedule variance (SV) for Task 8?

- Answer: D**

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