

Practice Exam Questions



Project Management Professional (2023 Version)



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Project Management Professional (2023 Version)

Version: 17.0

[Total Questions: 588]

Topic break down

Topic	No. of Questions
Topic 1: Exam Set A	178
Topic 2: Exam Set B	203
Topic 3: Exam Set C	207

Topic 1, Exam Set A

Question No : 1 - (Topic 1)

During a project's execution phase, two team members are having conflicts with other team members within the team on technical and interpersonal levels. Which two actions should the project manager take first to address this conflict? (Choose two)

- A. Ask human resources (HR) to intervene before it escalates and affects the team's performance.
- B. Arrange individual meetings with the team members who cannot work together effectively.
- C. Address the conflict during team meetings for the entire team to participate and find solutions.
- D. Discuss the conflict early among the affected team members using a direct, collaborative approach.
- E. Plan to resolve the team members' conflicts after the sprint and focus on achieving the goal.

Answer: B,D

Question No : 2 - (Topic 1)

A project team is planning the next sprint review. The project lead receives an email from a senior manager asking for a project status using a template that is more detailed than the one used for monthly reports sent to the project management office (PMO). The team uses an electronic product backlog and a kanban board to track the progress.

What should the project manager do next?

- A. Modify the PMO template to include the information.
- B. Contact the senior manager and discuss their needs.
- C. Give the senior manager access to the product backlog.
- D. Organize a review of the kanban board with the manager.

Answer: B

Question No : 3 - (Topic 1)

A project manager decided to use a highly adaptive approach to manage a large-scale

project. In this project, there are many iterative tasks that utilize highly specialized experts. The project manager would like to create practical plans with high levels of buy-in from the team members.

What should the project manager do next?

- A. Assign critical tasks to the most experienced team members.
- B. Review the budget with the team for the needed resources.
- C. Review lessons learned from similar projects with the team.
- D. Explain the higher-level objectives to be assigned to the team.

Answer: C

Question No : 4 - (Topic 1)

A project manager is reviewing a draft of the project charter with key stakeholders. During the meeting, a conflict occurs between the sponsor and the product owner.

How should the project manager deal with the situation?

- A. Postpone the meeting and invite a subject matter expert (SME) to join the next meeting.
- B. Continue the meeting and ask the project sponsor and product owner to take their discussion offline.
- C. Postpone the meeting and ask the project sponsor and product owner to take their discussion offline.
- D. Continue the meeting and use facilitation techniques to improve communication within the team.

Answer: D

Question No : 5 - (Topic 1)

A highly critical project is in jeopardy due to missing professional resources. What should the newly assigned project manager do first?

- A. Find available professionals within the organization to fill the gaps.
- B. Allocate funding for seeking external professionals to fill the gaps.
- C. Determine the possibility for team members to split up the required tasks.
- D. Request additional budget for team training for the missing expertise.

Answer: A

Question No : 6 - (Topic 1)

A company has appointed a supplier to deliver software and has assigned an internal project manager. The supplier states that no technical development or testing is required from the customer. The project manager would like to confirm this with all of the stakeholders.

What should the internal project manager do first?

- A.** Distribute the project plan to all of the interested parties.
- B.** Host an alignment session with stakeholders to formalize the project requirements.
- C.** Communicate to the supplier that customer testing is required.
- D.** Develop a user acceptance testing plan to ensure the quality of the deliverables.

Answer: B

Question No : 7 - (Topic 1)

A consultancy firm is finally selected and contracted for a project following an extensive and competitive procurement process. A few months into project execution, the client asks the project manager why the consultant is contracted for only 18 months instead of the full 32-month-long project. The project manager will need to carry out an unplanned second bidding process to ensure services are in place until the end of the project.

What should the project manager have done to prevent this?

- A.** Developed a detailed, phased procurement management plan including all activities required and had the client approve it.
- B.** Included the client in all negotiation phases with the consultancy to obtain their advanced approval before signing the contract.
- C.** Prepared and negotiated a second contract with the consultancy firm for the remaining 14 months after the first contract signature.
- D.** Agreed beforehand with the client on the frequency of reporting on the status of the procurement activities within the project.

Answer: A

Question No : 8 - (Topic 1)

A human resource (HR) acquisition process for a large project has recently changed. One major process change includes the approval of the financial manager and the recruitment manager. This change to the process implies longer processing. The project urgently

needs new resources.

What should the project manager do?

- A.** Adapt the resource management plan and ask for financial approval before sending it to the customer.
- B.** Assess the impact of the change and review the project management plan for next steps.
- C.** Ask the financial manager to delay implementation due to potential project delays and penalties.
- D.** Review the project schedule to determine which technique will reduce impact on project duration.

Answer: B

Question No : 9 - (Topic 1)

During initiation of a new product improvement project, a project manager finds historical data showing that a similar project resulted in customers complaining of an even worse user experience compared to the previous product version. How can the project manager prevent this outcome in the new project?

- A.** Hire a consultant to perform a benefit analysis as an input to the project charter.
- B.** Define a user focus group as external stakeholders with a high influence on outcomes.
- C.** Define a high-level risk and plan mitigation after completing the work breakdown structure (WBS).
- D.** Hire a team of external users to perform acceptance testing on the product.

Answer: B

Question No : 10 - (Topic 1)

A project team is conducting sprint planning. Based on the estimated effort, only 95% of the items included in the sprint may be delivered. The product owner asks the project manager for advice on how to prioritize the backlog items.

What should be used to prioritize the backlog items?

- A.** Risk to delivery
- B.** Technical complexity
- C.** Business value
- D.** Estimation accuracy

Answer: C

Question No : 11 - (Topic 1)

A project manager has been assigned to an education project with the objective of training a workforce in application development. One of the deliverables is to provide internships to the best students in the customer's active projects. However, the customer does not have enough projects in progress right now. The project manager decides to create several internal projects in order to ensure the internships.

Which three actions should the project manager take to fulfill this scenario without adding costs for the customer? (Choose three)

- A. Use the project's contingency budget.
- B. Manage the quality of the delivery.
- C. Influence the client to initiate a new project.
- D. Create a change request with the scope of the new internal projects.
- E. Create a work breakdown structure (WBS) of the new scope with the internal projects.

Answer: B,C,E

Question No : 12 - (Topic 1)

An organization is initiating a project that will be using new technology. The complexity of the project requires excellent technical skills. After reviewing the proposed project management plan, the project sponsor asks for options to reduce the labor cost without introducing risk to the project delivery.

What should the project manager do first?

- A. Review the risk register and assign functional managers as resources.
- B. Analyze the resource pool and assign internal resources who participated in past projects.
- C. Perform an analysis of the key cost drivers and present alternatives.
- D. Review the work breakdown structure (WBS) to ensure there are adequate resources.

Answer: C

Question No : 13 - (Topic 1)

Project acceptance criteria include on-site training for the new users of a system. Due to unforeseen circumstances, all team members have to work remotely for an indefinite period of time.

What should the project manager do?

- A. Reschedule on-site training to online sessions.
- B. Create a risk and assign remediation actions.
- C. Cancel all of the on-site training sessions.
- D. Document the project issue and provide options.

Answer: D

Question No : 14 - (Topic 1)

A mandatory compliance requirement that will impact the project software is introduced during the execution phase of an iterative project. The team is aware of the compliance requirement.

What should the project manager do next?

- A. Update the product backlog item with this new requirement.
- B. Escalate the issue of project impact to the project sponsor.
- C. Escalate the issue of project impact to the product owner.
- D. Update the stakeholder register to include the requirement owner.

Answer: C

Question No : 15 - (Topic 1)

While a project manager is trying to build the first baseline for a project, a change request is being sent from one of

the functional managers. What should the project manager do?

- A. Discuss this with the functional manager and related parties.
- B. Reject the functional manager's change request immediately.
- C. Analyze the impact of the change request on the project.
- D. Apply for a formal change control board (CCB) approval.

Answer: D

Question No : 16 - (Topic 1)

A project manager has just been appointed to a project that has two major deliverables. Both deliverables have the same level of priority and are to be delivered at the same time. The members of the team are complaining about the lack of information regarding which deliverable needs to be finished first.

What should the project manager do?

- A.** Ask key stakeholders to cancel the project due to the difficulty of executing both deliverables at the same time.
- B.** Ask the team to start working on the easiest deliverable first so they gain experience to execute the second deliverable.
- C.** Meet with the project sponsor and key stakeholders to assess each deliverable's value to the organization and set execution priorities.
- D.** Require that the project team execute both deliverables at the same time, since this was requested and approved in the project charter.

Answer: C

Question No : 17 - (Topic 1)

A project manager is leading a project team composed of members with varying levels of knowledge and

experience. Some are experts and some have less than 1 year of experience. The project schedule was approved by the steering committee.

What should the project manager do?

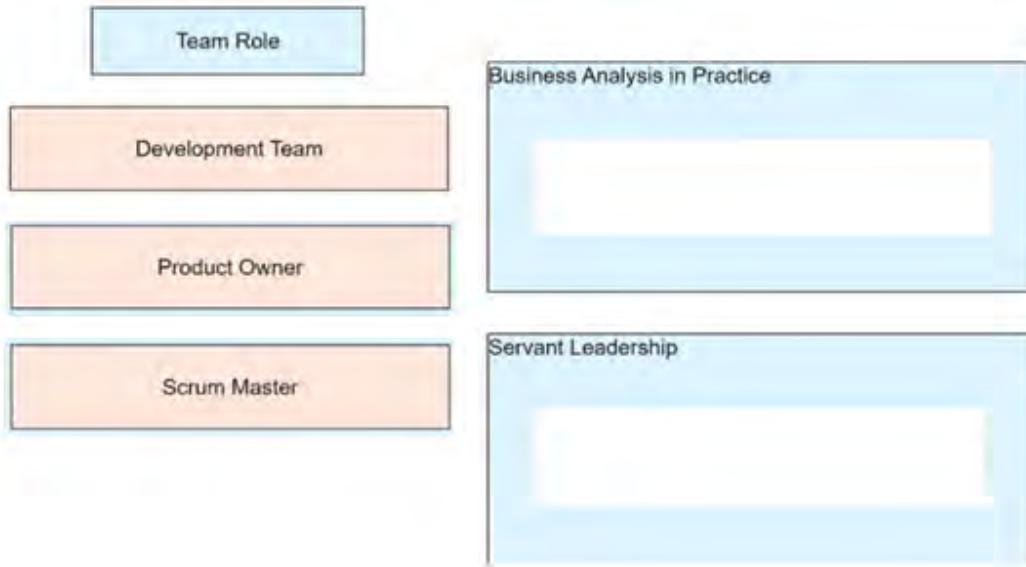
- A.** Ask the less-experienced members to perform tasks exactly as they are instructed by the experienced members.
- B.** Ask each experienced member to be the mentor to one of the less-experienced members.
- C.** Ask the more experienced members to review all of the tasks performed by the less-experienced members.
- D.** Ask the resource manager to replace the less-experienced members with more experienced team members.

Answer: B

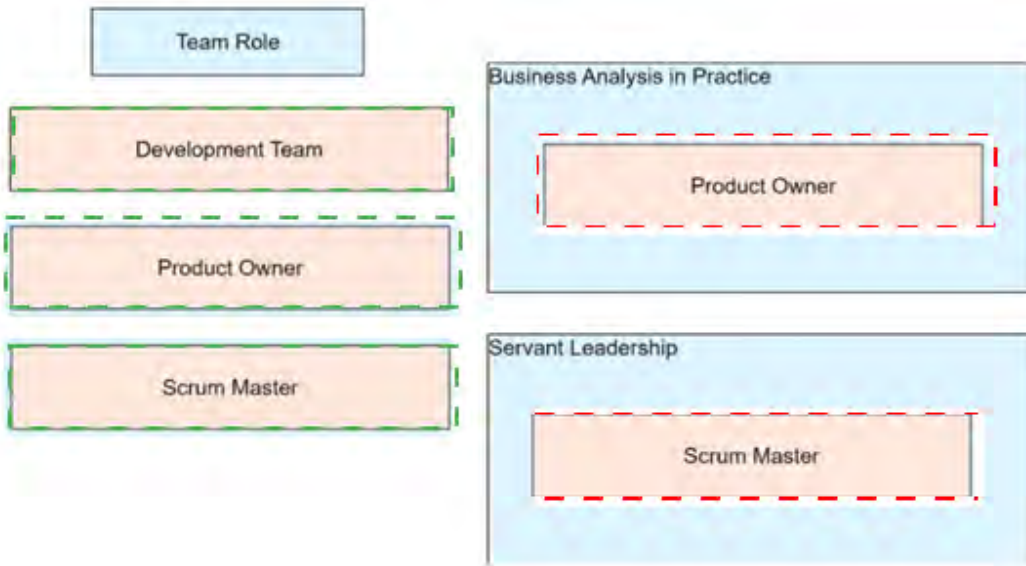
Question No : 18 DRAG DROP - (Topic 1)

A production team will soon begin their first agile project. No one in the team or management has agile knowledge. The training manager can only fund three enrollments.

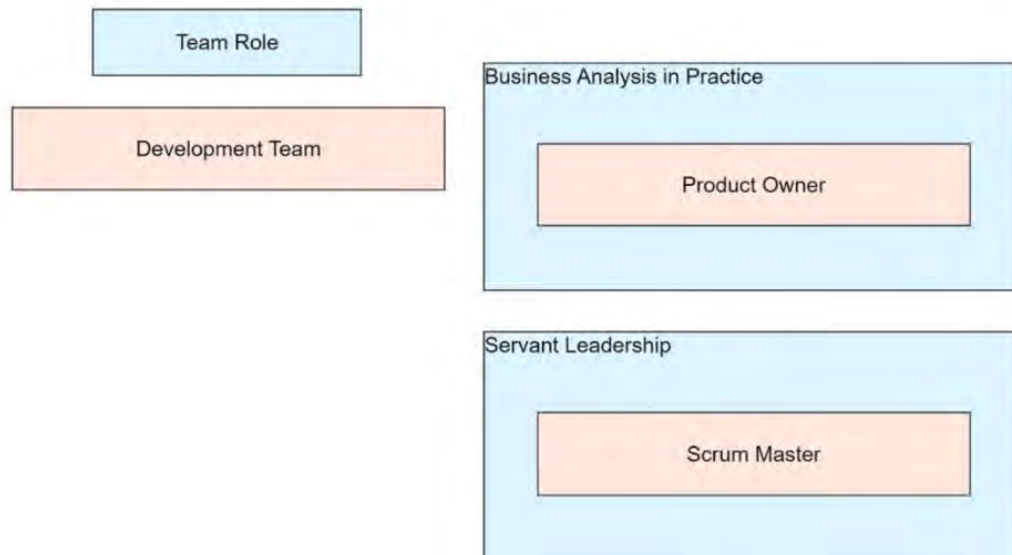
Match the team role on the left to the correct training course on the right. (Use all three of the team roles.)



Answer:



Explanation:



Question No : 19 - (Topic 1)

A project manager is leading a hybrid project and is collaborating with the client to develop the project contract.

Some delays have been experienced due to unforeseen technical difficulties and new dependencies. However, the project manager is optimistic about recovering the delays in the upcoming sprints. A key stakeholder asked the project manager if the contract deadlines can be met.

What should the project manager do first?

- A.** Study the contract terms and deadlines to ensure they are not under risk and confirm them with the stakeholder.
- B.** Clarify the current work progress, causes for delays, existing risks, and planned corrective actions.
- C.** Submit a request for extra time and budget related to the dependencies and technical difficulties.
- D.** Ask the stakeholder to remain calm and confirm that they are participating in all team meetings.

Answer: B

Question No : 20 - (Topic 1)

A team has developed and tested new software to control airplanes during flights. There

are several regulatory requirements that must be met. What should the project manager do to meet these requirements?

- A. Determine potential threats regarding compliance with the regulations.
- B. Ask human resources (HR) to assign a compliance specialist to the team.
- C. Validate that the software is compliant with standards and regulations.
- D. Measure the extent to which the project complies with the regulations.

Answer: A

Question No : 21 - (Topic 1)

A project team has finished its first iteration out of six. The iteration's delivery performance (velocity) was 50%.

During the iteration retrospective, the team realizes that the complexity of the work was underestimated.

What should the project manager do?

- A. Update the issue log and escalate it to the project sponsor.
- B. Meet with the team to review internal actions to resolve the situation.
- C. Ask the technical manager to help the team with the issue.
- D. Ask to replace some team members with more experienced ones.

Answer: B

Question No : 22 - (Topic 1)

A project manager was recently assigned to a banking IT project. The project team has been developing products using a predictive approach for more than 10 years,

but management wants the team to change to an agile approach. The project manager met with the team to introduce the agile approach. Most of the team members

complained about changing approaches because the performance of this team has always been above average among the IT teams in the bank.

Which two actions should the project manager take? (Choose two)

- A. Interview the most resistant team members to persuade them to try to accept an agile approach.
- B. Conduct training sessions with the team so that the team can understand what the agile

approach and mindset are.

- C.** Ask the team to identify the product backlog and create a kanban board for the team to manage and follow the approach.
- D.** Meet with management to explain the team's resistance to the agile approach and request that they formally ask the team to implement agile.
- E.** Brainstorm with the team to understand the specifics of the team's project and to identify possible alternative approaches for the team.

Answer: B,E

Question No : 23 - (Topic 1)

A project being constructed in a remote rural area is nearing the end of construction. The project manager would like to share the good news with stakeholders.

How should the project manager communicate with the local community?

- A.** Social media
- B.** Email
- C.** Meetings
- D.** Newspapers

Answer: A

Question No : 24 - (Topic 1)

A distributed project team has communication issues because of their collaboration tools. The team feels that efficiency could be improved by changing the collaboration platform.

What should the project manager do?

- A.** Discuss this with the project team and select the appropriate tools.
- B.** Inform the project team to continue using the current tools.
- C.** Implement the communication tools used by other project teams.
- D.** Escalate the issue to the sponsor and ask them to decide.

Answer: A

Question No : 25 - (Topic 1)

A project team is prioritizing the creation of project artifacts and enforcing it rigidly, while they face issues with delays in deliverables. How should the project manager respond?

- A.** Facilitate the implementation of an automated tool for the team to manage project artifacts.
- B.** Implement stricter controls so that project artifact creation is given the utmost importance.
- C.** Recognize the team's efforts for documenting artifacts and motivate them with an incentive mechanism.
- D.** Advise the team that solely focusing on artifacts will not produce successful project deliverables.

Answer: A

Question No : 26 - (Topic 1)

All project team members refer to the project manager for various decisions. This causes delays for some tasks, as the project manager is usually preoccupied in meetings throughout the day.

What should the project manager do to prevent these delays?

- A.** Review the Pareto diagram to identify the source of delays.
- B.** Meet with the team in 2 weeks to respond to all of the open tasks.
- C.** Consolidate the decision-making authority to remain with the project manager.
- D.** Delegate the decision-making authority of some tasks to the team.

Answer: D

Question No : 27 - (Topic 1)

A project charter has been approved and the project manager has been assigned to the project. The project manager is currently working with the project team to subdivide the project work packages.

What is the project manager doing?

- A.** Network diagram
- B.** Decomposition
- C.** Work breakdown structure (WBS)
- D.** Resource leveling

Answer: B

Question No : 28 - (Topic 1)

A project manager is managing an agile project for the first time. Early on, the project manager discovers the team is struggling to agree on the scope of a feature during a sprint.

How should the project manager help the team resolve the issue?

- A. Direct the senior-most member to determine the scope on behalf of the team.
- B. Discuss this with the team and decide what the scope of the feature should be.
- C. Ask the team to log the story in the product backlog and move on to the next feature.
- D. Encourage the team to collaborate to resolve their understanding of the feature.

Answer: D

Question No : 29 - (Topic 1)

In the middle of an iteration, an agile team working on the development of a new product was notified that an important team member will leave the project for a few weeks due to some urgent personal issues. What should the project manager do regarding the activities that were the responsibility of this team member?

- A. Reach an agreement with the team on how to handle the situation.
- B. Reach out to the procurement team to hire a substitute for the team member.
- C. Allow senior management to decide how to proceed with the project.
- D. Convince the team member not to leave until the project is completed.

Answer: A

Question No : 30 - (Topic 1)

A project manager has just received communication from an operational functional manager to complete an additional scope item for a project that was formally closed a few weeks ago. The scope looks relatively small and simple to handle as part of the daily operations activity.

How should the project manager deal with this request?

- A. Submit a change request and allocate the budget and resources needed for execution.

- B. Confirm that the budget and resources are available to execute the work request.
- C. Check the alternative resources available in the organization for the request.
- D. Evaluate the nature of the request and plan communication accordingly.

Answer: D

Question No : 31 - (Topic 1)

A multiyear resource constraint project is midway through the execution phase. During a progress update meeting,

it has been determined that there might be a schedule delay to deliver the project. The project manager has

observed that all of the team members are working hard and lots of deliverables have already been completed.

What should the project manager do immediately about this situation?

- A. Ask the project planner to identify the critical path and respective delayed activities, and then investigate the reasons for the delay.
- B. Prepare a monthly report by highlighting the completed deliverables and communicate the delay to management.
- C. Register the schedule risk and present the new resources requirement to the change management board for schedule recovery.
- D. Ask the scheduler to update the schedule with the percent of work in progress (WIP) and communicate the results to the team.

Answer: D

Question No : 32 - (Topic 1)

A project manager joins a team that is providing a customized enterprise resource planning (ERP) system to a client. A potential design problem is identified by the

development team. After reviewing this issue with the project owner and team members, all agreed to revise the design to avoid a system defect when deployed. The

design is already approved.

What should be the project manager's next steps?

- A. Inform the client of the problem and follow the change request process.

- B. Amend the design specifications and pass them to the development team for reprogramming.
- C. Make a change request and get formal approval from the project owner.
- D. Conduct a proof of concept to make sure there are no problems in the revised design.

Answer: C

Question No : 33 - (Topic 1)

At the end of a project's initiation phase, the budget was developed and sent to the approval board. During the approval meeting, one of the key stakeholders asked how the budget was developed for future uncertainties.

How should the project manager reply?

- A. Recurrent team meetings are planned to control the budget against future uncertainties.
- B. Probabilistic analysis was used to develop the budget to address future uncertainties.
- C. The budget was developed by using the lessons learned from previous project data.
- D. Feedback from stakeholders will be addressed at each board meeting to adapt the budget.

Answer: B

Question No : 34 - (Topic 1)

A project manager schedules virtual daily standup meetings for a project, but half of the team members regularly join late or miss the meeting all together. What should the project manager do?

- A. Discuss ground rules with the team that will include daily meetings.
- B. Use one-to-one virtual meetings because they are more efficient.
- C. Ask senior management for coaching regarding this situation.
- D. Agree on a new time and reschedule the daily standups.

Answer: A

Question No : 35 - (Topic 1)

A project manager is leading a software development project that will assist in maintenance

management for a power plant. The project manager is analyzing project performance data and trying to forecast if the project will have any slippage in the future.

What should the project manager do?

- A. Perform quality control analysis.
- B. Perform schedule analysis.
- C. Perform trend analysis.
- D. Perform root cause analysis (RCA).

Answer: C

Question No : 36 - (Topic 1)

A major public-transportation construction project is aimed at significantly reducing emissions. The project has been

severely delayed due to noncompliance with environmental codes and bylaws.

What should the project manager have done to prevent this?

- A. Incorporated sufficient schedule reserves based on similar delays in past projects.
- B. Appointed a senior environmental compliance officer to report directly to the project manager.
- C. Mapped environmental compliance requirements, identified risks to achieving them, and prepared mitigations.
- D. Approached the regulator for a partial waiver in light of the environmental importance of the project.

Answer: C

Question No : 37 - (Topic 1)

An external project manager is managing the construction of new corporate offices for a large company. The project management plan states that it is necessary to contract a highly trained external resource to revise and validate an important project component. The client has rejected hiring the external resource because of the high cost, even though it is within the project budget.

What should the project manager do to resolve this issue?

- A. Evaluate the consequences and meet with the client to explain the possible scenarios.
- B. Hire the resource in order to achieve the project objectives.

- C. Try to accomplish the task internally by leveling resources from other projects.
- D. Ask the client for a meeting and explain that the task will not be performed.

Answer: A

Question No : 38 - (Topic 1)

A project with a hard timeline is starting its first iteration out of six. The project team is lacking the necessary skills to execute.

What should the project manager do?

- A. Allow the team to proceed as they attempt to meet the timeline.
- B. Add a subject matter expert (SME) to the project team.
- C. Invite stakeholders to discuss a mitigation plan to finish on time.
- D. Fill the skill gap personally to execute the project.

Answer: D

Question No : 39 - (Topic 1)

A project manager had to schedule additional planning sessions to add requirements from an international stakeholder. The stakeholder expressed concern about the product not meeting the client's needs.

Which factor should the project manager have considered when developing the product?

- A. Stakeholder's location
- B. Responsibility matrix
- C. Stakeholder's needs
- D. Availability of resources

Answer: C

Question No : 40 - (Topic 1)

During the execution of a construction project, one of the neighboring businesses is complaining that the current building height does not agree with the initial project plans. What should the project manager do first?