Prepare Smart for Success Free PMI PMP Exam Questions and Answers

Ready to pass faster? Grab free and updated PMI Project Management Professional (PMBOK 7th Version) exam PDF questions now. Get authentic PMP dumps packed with verified answers and secure your certification success with PrepBolt PMP exam pdf questions and answers.

Thank you for Downloading PMP exam PDF Demo

https://prepbolt.com/PMP.html

Question 1

Question Type: MultipleChoice

According to this burnup chart for the last 7-day sprint, what should the project lead address with the product owner and team?

Options:

A- The product owner should not ask the team to change their sprint commitments.

B- The team is accepting too much work in the sprint after it has started.

C- The team is not meeting the expectations of the product owner.

D- The team should have stopped on day 4 and started a new sprint.

Answer:

C

Explanation:

The burnup chart indicates that the ''Completed'' work is trailing behind the ''Scope,'' suggesting that the team is not meeting the expectations set by the product owner. This discrepancy can be due to various factors such as underestimation of tasks, unforeseen challenges, or scope changes. It's important for the project lead to address this with the product owner and team to realign expectations, reassess the workload, and implement corrective actions to ensure that project goals are met within the sprint timeframe.

A Guide to the Project Management Body of Knowledge (PMBOK Guide)

The PMI Guide to Business Analysis

Business Analysis for Practitioners: A Practice Guide12345.

Question 2

Question Type: MultipleChoice

A product owner Goes not regularly attend demonstration ceremonies. As a result, the demonstration ceremonies are constantly rescheduled and the work is impacted in multiple ways. The project manager believes the product owner Is not committed to the project.

What should the project manager have done to avoid this situation?

Options:

A- Defined a set of external audits that can expose this situation to the project sponsor

B- Agreed with the product owner on appropriate project governance levels

C- Set a definition of done (DoD) that considers the work as done if not otherwise specified

D- Asked another product owner to attend the demonstrations on behalf of the product owner

Answer:

B

Explanation:

According to thePMBOK Guide, project governance is the framework, functions, and processes that guide project management activities in order to create value and meet organizational objectives.Project governance also defines the roles and responsibilities of the project stakeholders, including the product owner, who is the person or group that is responsible for defining and prioritizing the product backlog and accepting the product increments1.

One of the principles of agile project management, as described in theAgile Practice Guide, is to collaborate with customers and stakeholders frequently and throughout the project. This principle implies that the product owner should be actively involved in the project and provide timely feedback and guidance to the project team.The product owner should also attend the demonstration ceremonies, which are events where the project team showcases the product increments to the product owner and other stakeholders and collects their feedback2.

Therefore, the project manager should have agreed with the product owner on appropriate project governance levels, which means defining the expectations, commitments, and communication channels between the project team and the product owner. This would have helped to avoid the situation where the product owner does not regularly attend the demonstration ceremonies and causes delays and disruptions to the project. By agreeing on the project governance levels, the project manager and the product owner could have established a mutual understanding of the value and importance of the demonstration ceremonies and the product owner's role and responsibility in them.

1: Project Management Institute. (2023). A Guide to the Project Management Body of Knowledge (PMBOK Guide) -- Seventh Edition. Newtown Square, PA: Author.

2: Project Management Institute. (2023). Agile Practice Guide. Newtown Square, PA: Author.

Question 3

Question Type: DragDrop

Drag the interpersonal skill on the left to the correct scenario on the right.

Answer:

See the Answer in the Premium Version!

Question 4

Question Type: MultipleChoice

A company has an existing contract to maintain and enhance a client's customer database The company's legal department informs the project manager that a new piece of legislature requiring stricter protection of customer information might soon be signed into law. The law will require additional security features to be implemented into the database the project manager is maintaining These features are not included in the scope of the current contract

What should the project manager do?

Options:

A- Ask the legal department to raise the issue in the next contract negotiation with the customer

B- Seek the project sponsor's support to influence the client to amend the contract immediately

C- Update the risk register to include this issue and discuss the appropriate risk response plans with the project sponsor and client

D- Wait until the legal requirements are finalized so the change in scope can be concretely defined

Answer:

C

Explanation:

According to the PMBOK Guide, a risk is an uncertain event or condition that, if it occurs, has a positive or negative effect on one or more project objectives. A risk register is a document that records the identified risks, their analysis, and their response plans. A project manager should update the risk register whenever new risks are identified, analyzed, or resolved. In this case, the potential change in the legal requirements is a risk that could affect the project scope, cost, schedule, and quality.

Therefore, the project manager should update the risk register to include this risk and its impact, probability, and priority. The project manager should also discuss the appropriate risk response plans with the project sponsor and the client, such as avoiding, transferring, mitigating, or accepting the risk. This way, the project manager can proactively manage the risk and prepare for any changes that might occur.Reference:

PMBOK Guide, Seventh Edition, Chapter 4: Project Integration Management, Section 4.6: Monitor and Control Project Work, Page 123

PMBOK Guide, Seventh Edition, Chapter 11: Project Risk Management, Section 11.2: Identify Risks, Page 409

PMBOK Guide, Seventh Edition, Chapter 11: Project Risk Management, Section 11.3: Perform Qualitative Risk Analysis, Page 415

PMBOK Guide, Seventh Edition, Chapter 11: Project Risk Management, Section 11.4: Perform Quantitative Risk Analysis, Page 423

PMBOK Guide, Seventh Edition, Chapter 11: Project Risk Management, Section 11.5: Plan Risk Responses, Page 431

PMBOK Guide, Seventh Edition, Chapter 11: Project Risk Management, Section 11.6: Implement Risk Responses, Page 439

PMBOK Guide, Seventh Edition, Chapter 11: Project Risk Management, Section 11.7: Monitor Risks, Page 445

Question 5

Question Type: MultipleChoice

A construction project is in its final stage when the owner of a private property where the pipeline is routed refuses to collaborate. The lack of collaboration causes a project delay, but the client insists that the project must be completed as per the contract. What should the project manager do next?

Options:

A- Request additional budget from the project sponsor and raise a dispute with the property owner to force them to collaborate.

B- Use the contingency reserve, add more resources, and reroute the pipeline to complete the project as per the contract timeline.

C- Escalate the routing pipeline issue to the project change control board (CCB) and wait for a resolution to the conflict.

D- Review the agreement with the property owner, schedule a meeting with them to discuss their concerns, and inform the client.

The project manager's next step should be to address the conflict through stakeholder engagement and contract/rights clarification. Reviewing the agreement with the property owner and meeting to discuss concerns (D) is the most appropriate immediate action because it seeks resolution at the source, confirms legal/contractual obligations (easements, access rights, notice requirements), and explores mutually acceptable solutions (schedule adjustments, access conditions, compensation processes where applicable). Informing the client maintains transparency and enables coordinated decision-making. Immediately attempting to ''force'' collaboration via dispute (A) escalates conflict and can increase delays, legal risk, and reputational damage. Rerouting the pipeline (B) is a major scope/schedule/cost change and should not be executed unilaterally; it likely requires approvals and may introduce permitting and engineering impacts. Escalating to the CCB and ''waiting'' (C) is too passive in the face of an active blocker; escalation may be needed, but the project manager should first attempt direct resolution and clarify rights. This approach increases the chance of timely cooperation while protecting contractual and stakeholder relationships.

Answer:

D

Question 6

Question Type: MultipleChoice

An increment was delivered to the customer at the end of a sprint. The customer complains that the product does not meet the expected quality and will require some rework. What should the project manager do next?

Options:

A- Review the evidence of the quality assurance (QA) activities performed.
B- Perform an analysis of the impact caused by the required rework.
C- Include time in the next increment for quality assurance (QA) inspections.
D- Confirm with the customer the expected quality in the next increment.

When a delivered increment fails to meet expected quality, the project manager should first verify whether agreed quality practices were actually followed and whether quality controls were effective. Reviewing the evidence of QA activities performed (A) helps determine if the team met the Definition of Done, executed required tests, completed reviews, and produced documented results. This is the most direct step to identify the gap: was quality planning insufficient, were QA steps skipped due to time pressure, or were tests inadequate to detect defects? Impact analysis (B) is important, but it is premature without understanding why quality failed and what must change to prevent recurrence. Adding time for inspections next increment (C) assumes the solution is more inspection rather than improving prevention and adherence to standards. Confirming expected quality with the customer (D) can be useful, but in most cases expectations are already defined through acceptance criteria and DoD; the immediate need is to check compliance and effectiveness of the team's QA process. Evidence-based QA review supports corrective actions that restore quality and protect future sprint

outcomes.
==========

Answer:

A

Question 7

Question Type: MultipleChoice

A new project manager is taking over a project to deliver a new payroll management system that is running behind schedule. In addition, costs are rising due to many late changes requested by the client. What should the project manager do first?

Options:

A- Schedule a meeting with stakeholders and explain the situation.
B- Discuss the situation with the sponsor and seek their guidance.
C- Arrange a time to meet with the team to understand the parameters.
D- Meet with the team to understand the areas of concern.
When taking over a troubled project, the first priority is to understand what is happening operationally---root causes, current constraints, and immediate risks. Meeting with the team to understand the areas of concern (D) provides direct insight into schedule slippage drivers, the nature and source of late changes, technical or process bottlenecks, and what has and has not worked so far. The team is closest to the work and can identify systemic issues such as unclear requirements, weak change control, poor estimation, or quality rework. Explaining the situation to stakeholders (A) may be needed, but doing it first without facts risks misinformation and loss of credibility. Seeking sponsor guidance (B) can help with authority and escalation, but it should be informed by a clear understanding of issues and options. ''Arrange a time to meet with the team'' (C) is essentially the same intent but less direct; the immediate action is to meet and diagnose. A fact-based understanding enables a recovery plan, including tighter change control and realistic rebaselining if required.
==========

Answer:

D

Question 8

Question Type: MultipleChoice

During the requirements gathering and analysis stage for the project, the team members are debating some functionality issues that are expected to be included in the scope. Due to this discussion, the planning activity for the scope definition is running late. What should the project manager do?

Options:

A- Timebox the team members' debate to ensure the activity is completed on time.

B- Review expectations with all team members who are working on this activity.

C- Discuss the issue with the team members who are delaying the activity.

D- Ask team members to document all points that will need to be refined later.

During requirements and scope definition, debate is normal, but uncontrolled discussion can derail planning and delay key baseline activities. The project manager should timebox the debate (A) to keep progress moving while still allowing meaningful discussion. Timeboxing is a facilitation technique that sets a fixed amount of time to explore an issue, then forces a decision, an escalation, or a clear next step (e.g., parking lot item, follow-up workshop, decision owner assignment). This protects schedule objectives and ensures scope definition completes on time, which is essential for downstream planning (WBS, schedule, cost). Simply reviewing expectations (B) or discussing delays (C) may help but does not create a practical control to stop overruns. Documenting points for later (D) can be part of timeboxing, but on its own it risks deferring critical scope decisions and increasing ambiguity. Timeboxing balances thoroughness with delivery discipline, keeps the team aligned, and maintains momentum without sacrificing the ability to resolve complex scope questions in a structured way.

==========

Answer:

A

Question 9

Question Type: MultipleChoice

A project team has deployed an email marketing campaign across different countries. In one country, the end users have been opting out of the campaign because they think the email is spam. What should the project manager do first?

Options:

A- Conduct a retrospective meeting to identify what went well and what went wrong.

B- Review the email marketing standards of that country with the stakeholders.

C- Schedule a meeting with project team members to identify the root cause.

D- Schedule additional country-specific user testing to reduce email opt out.

Because the campaign spans multiple countries, differing local regulations, cultural expectations, and industry standards can significantly affect how messages are perceived and whether they comply with anti-spam rules. The first step is to review that country's email marketing standards with stakeholders (B)---including consent requirements, sender identification, subject line conventions, language expectations, and compliance rules. If the emails violate local norms or legal requirements, the ''spam'' perception and opt-outs will continue regardless of internal analysis. A root-cause meeting (C) may be useful, but it should be informed by external standards and local context rather than only internal assumptions. Additional user testing (D) may follow after ensuring compliance and localization, but it's not the first action because it could test a message that is fundamentally noncompliant or culturally misaligned. A retrospective (A) is a continuous improvement activity, but the immediate priority is to confirm external requirements and align the campaign accordingly. Addressing country-specific standards first reduces reputational risk and improves campaign effectiveness.

Answer:

B

Thank You for trying PMP PDF Demo

To try our PMP practice exam software visit link below

https://prepbolt.com/PMP.html

Start Your PMP Preparation

Use Coupon “SAVE50” for extra 50% discount on the purchase of Practice Test Software. Test your PMP preparation with actual exam questions.