

Q1

You are starting a project to build a customer loyalty app. The sponsor asks how the project supports the company's strategic goals. What should you review first?

- A) Work Breakdown Structure (WBS)
- B) Benefits Management Plan
- C) Communications Plan
- D) Risk Register

Answer: B

Rationale: Benefits Management Plan shows alignment with strategic goals.

Q2

A key stakeholder joins after project execution started. What is your first action?

- A) Send them status reports
- B) Perform stakeholder analysis
- C) Assign them tasks
- D) Add them to project meetings

Answer: B

Rationale: Perform analysis to understand their needs and influence.

Q3

Your Agile team defines detailed scope only at the start of each iteration. What life cycle is this?

- A) Predictive
- B) Hybrid
- C) Adaptive
- D) Incremental

Answer: C

Rationale: Adaptive life cycle defines scope iteratively.

Q4

During Sprint Planning, the team selects backlog items. What is this selection?

- A) Fixed contract
- B) Forecast
- C) Approved baseline
- D) Signed commitment

Answer: B

Rationale: Sprint Backlog is a forecast of work.

Q5

In a weak matrix organization, who manages team resources?

- A) Project Manager
- B) Sponsor
- C) Functional Manager
- D) Scrum Master

Answer: C

Rationale: Functional Managers own resources in weak matrix.

Q6

A Scrum Master observes poor team collaboration. Which leadership style helps?

- A) Transactional
- B) Servant Leadership
- C) Autocratic
- D) Directive

Answer: B

Rationale: Servant leadership promotes collaboration.

Q7

Your project has constant changes in scope. What PM Principle applies?

- A) Build quality in
- B) Focus on value
- C) Enable change
- D) Leadership behavior

Answer: C

Rationale: Enable change to support business agility.

Q8

Who authorizes the Project Charter?

- A) PMO
- B) Project Manager
- C) Sponsor

D) Customer

Answer: C

Rationale: Sponsor issues project authorization.

Q9

Using Power/Interest Grid in stakeholder analysis helps:

A) Estimate costs

B) Prioritize stakeholders

C) Develop WBS

D) Validate scope

Answer: B

Rationale: Power/Interest grid is for prioritizing stakeholders.

Q10

A project team works in a complex, uncertain environment. Which Agile principle supports this?

A) Following a plan

B) Documenting everything

C) Welcoming change

D) Minimizing customer contact

Answer: C

Rationale: Agile welcomes changing requirements.

Q11

What document formally authorizes project execution?

A) Business Case

B) WBS

C) Project Charter

D) Statement of Work

Answer: C

Rationale: Project Charter authorizes the project.

Q12

Team conflict arises over tool selection. Best leadership action?

A) Dictate the tool

- B) Facilitate collaborative decision
- C) Ignore the issue
- D) Escalate

Answer: B

Rationale: Facilitation builds consensus.

Q13

Most effective Agile communication?

- A) Email
- B) Weekly reports
- C) Face-to-face conversations
- D) Memos

Answer: C

Rationale: Face-to-face promotes clear, fast understanding.

Q14

A PMO manages projects directly. What type of PMO is this?

- A) Supportive
- B) Directive
- C) Controlling
- D) Hybrid

Answer: B

Rationale: Directive PMO manages projects.

Q15

Lessons learned should be stored in:

- A) WBS
- B) Stakeholder Register
- C) Organizational Process Assets
- D) Risk Register

Answer: C

Rationale: Lessons learned are part of OPAs.

Q16

You manage a project with both well-defined and evolving scope. Which life cycle?

- A) Predictive
- B) Hybrid
- C) Iterative
- D) Waterfall

Answer: B

Rationale: Hybrid combines predictive and adaptive.

Q17

A stakeholder is unaware of your project. In the Stakeholder Matrix they are:

- A) Supportive
- B) Unaware
- C) Neutral
- D) Leading

Answer: B

Rationale: "Unaware" is the correct classification.

Q18

At Sprint end, the team meets to discuss improvements. What event is this?

- A) Stand-up
- B) Review
- C) Retrospective
- D) Grooming

Answer: C

Rationale: Retrospective focuses on process improvements.

Q19

Purpose of Benefits Management Plan?

- A) Track finances
- B) Identify stakeholders
- C) Align with strategic goals
- D) Manage resources

Answer: C

Rationale: It aligns project with business strategy.

Q20

How to best manage stakeholder expectations?

- A) Issue log
- B) Change Control Board
- C) Communications Management Plan
- D) WBS

Answer: C

Rationale: Communications Plan manages expectations.

Q21

A team member reports a new risk during execution. What is your first step?

- A) Escalate
- B) Pause project
- C) Add to Risk Register and analyze
- D) Reject

Answer: C

Rationale: Add and assess new risks.

Q22

Your team delivers value every 2 weeks. What life cycle is this?

- A) Incremental
- B) Predictive
- C) Hybrid
- D) Waterfall

Answer: A

Rationale: Incremental delivers small value frequently.

Q23

Scope change requested by client mid-project. First action?

- A) Reject change
- B) Implement change
- C) Evaluate impact
- D) Ask sponsor

Answer: C

Rationale: Evaluate impact before action.

Q24

Sponsor concerned about stakeholder resistance. What should you do?

- A) Increase transparency
- B) Limit engagement
- C) Ignore concerns
- D) Request sponsor handle it

Answer: A

Rationale: Transparent communication reduces resistance.

Q25

What is the main output of Identify Stakeholders?

- A) Risk Register
- B) Stakeholder Register
- C) WBS
- D) Schedule

Answer: B

Rationale: Stakeholder Register is key output.

Q26

During Sprint execution, a key team member is unavailable. First action?

- A) Cancel Sprint
- B) Escalate
- C) Extend Sprint
- D) Reassign work

Answer: D

Rationale: Team self-organizes and adjusts.

Q27

A stakeholder misses Sprint Review. What should Product Owner do?

- A) Reschedule
- B) Send outcomes & next steps
- C) Escalate
- D) Remove from list

Answer: B

Rationale: Communicate outcomes transparently.

Q28

Primary objective of Sprint Retrospective?

- A) Identify risks
- B) Improve team process
- C) Plan next Sprint
- D) Celebrate success

Answer: B

Rationale: Retrospective aims to improve process.

Q29

Tool to clarify roles and responsibilities?

- A) RACI Matrix
- B) WBS
- C) Gantt Chart
- D) Risk Register

Answer: A

Rationale: RACI clarifies roles.

Q30

Sponsor's role in initiation?

- A) Manage risks
- B) Authorize project
- C) Approve resources
- D) Review deliverables

Answer: B

Rationale: Sponsor authorizes project.

Q31

When should quality be planned?

- A) Closing
- B) Execution
- C) Planning
- D) Initiation

Answer: C

Rationale: Quality is planned in Planning phase.

Q32

Push communication is:

- A) On demand
- B) Requested
- C) Sent to recipients
- D) 1:1 conversations

Answer: C

Rationale: Push communication is sent by sender.

Q33

Who owns the Product Backlog?

- A) Scrum Master
- B) Product Owner
- C) Project Manager
- D) Team Lead

Answer: B

Rationale: Product Owner owns backlog.

Q34

Team members in conflict. First step?

- A) Escalate
- B) Replace team member
- C) Facilitate discussion
- D) Ignore

Answer: C

Rationale: Facilitate discussion to resolve.

Q35

Most useful tool for distributed Agile team?

- A) Email
- B) Spreadsheet
- C) Visual task board
- D) Document library

Answer: C

Rationale: Visual task board improves collaboration.

Q36

Scope unclear and evolving. Best life cycle?

- A) Predictive
- B) Adaptive
- C) Waterfall
- D) Incremental

Answer: B

Rationale: Adaptive fits evolving scope.

Q37

Best technique to prioritize risks?

- A) Variance Analysis
- B) Probability-Impact Matrix
- C) Monte Carlo
- D) EV Analysis

Answer: B

Rationale: P-I Matrix prioritizes risks.

Q38

Who maintains team velocity?

- A) Scrum Master
- B) Product Owner
- C) Development Team
- D) Project Manager

Answer: C

Rationale: Development Team manages own velocity.

Q39

Planning next iteration work. What event is this?

- A) Retrospective
- B) Planning
- C) Grooming
- D) Daily Standup

Answer: B

Rationale: Sprint Planning defines upcoming work.

Q40

Govt. project with compliance focus. What should you emphasize?

- A) Informal updates
- B) Formal documented communication
- C) Phone calls
- D) Memos

Answer: B

Rationale: Formal communication meets compliance.

Q41

Technique to find root cause of defects?

- A) Fishbone Diagram
- B) Pareto Chart
- C) Scatter Plot
- D) EV Graph

Answer: A

Rationale: Fishbone Diagram identifies root cause.

Q42

Vendors identified as key risk. What next?

- A) Escalate
- B) Document risk and analyze
- C) Delay project
- D) Remove vendor

Answer: B

Rationale: Document and analyze risk first.

Q43

Agile team tracks product value. Who owns this?

- A) Project Manager
- B) Product Owner
- C) Scrum Master
- D) PMO

Answer: B

Rationale: Product Owner maximizes value.

Q44

Team identifies retrospective improvements. Next step?

- A) Send to PMO
- B) Add to Product Backlog
- C) Escalate
- D) Ignore

Answer: B

Rationale: Improvements become backlog items.

Q45

Key stakeholder often changes priorities. What should you do?

- A) Exclude them
- B) Review engagement strategy
- C) Report to Sponsor
- D) Ignore changes

Answer: B

Rationale: Adjust engagement strategy.

Q46

High uncertainty project — best delivery model?

- A) Waterfall
- B) Hybrid
- C) Adaptive
- D) Predictive

Answer: C

Rationale: Adaptive is suited to high uncertainty.

Q47

Project KPI shows benefits lag behind plan. Best action?

- A) Revise scope
- B) Conduct benefits review
- C) Rebaseline plan
- D) Escalate

Answer: B

Rationale: Review benefits realization.

Q48

Customer needs may evolve post-launch. What contract type is best?

- A) Fixed Price
- B) Time & Materials
- C) Cost Plus
- D) Lump Sum

Answer: B

Rationale: T&M offers flexibility for evolving scope.

Q49

You are leading an Agile Release Train. Main goal is to:

- A) Increase revenue
- B) Optimize resource use
- C) Align teams on value delivery
- D) Minimize defects

Answer: C

Rationale: ART aligns teams to deliver value.

Q50

Team discovers stakeholder had wrong expectations. What to update?

- A) Stakeholder Register
- B) Benefits Plan
- C) Lessons Learned
- D) Issue Log

Answer: A

Rationale: Update Stakeholder Register with new info.

Q51

During execution, your client frequently bypasses the agreed change process and directly requests work from your developers. What is your BEST course of action?

- A) Document the requests and proceed
- B) Remind the client of contract obligations
- C) Involve the sponsor and coach the client on governance
- D) Instruct the team to ignore such requests

Answer: C

Rationale: Sponsor should address governance issues and coach the client.

Q52

An external audit identifies compliance risks in your project delivery. The PMO requests immediate corrective action. What should you do first?

- A) Implement process improvements
- B) Analyze impact and prioritize actions
- C) Notify stakeholders and issue a change request
- D) Escalate to senior management

Answer: B

Rationale: First, analyze impact to prioritize corrective action.

Q53

You lead a hybrid project. The predictive portion is 60% complete. The agile teams are ahead of schedule but changes in regulatory requirements will impact both. What is your best action?

- A) Update Product Backlog only
- B) Raise a change request to update predictive planning
- C) Realign both roadmaps in an integrated planning session
- D) Delay Agile delivery until predictive portion is ready

Answer: C

Rationale: Integrated planning realigns both predictive and agile components.

Q54

You observe team members delivering scope outside agreed WBS. What should you do first?

- A) Inform functional managers
- B) Update the WBS and baseline
- C) Analyze reasons and coach the team on scope discipline
- D) Report the deviations to the steering committee

Answer: C

Rationale: First analyze cause and coach the team to stay within scope.

Q55

During project execution, cumulative risk exposure increases unexpectedly. What is your first action?

- A) Escalate to the PMO

- B) Conduct a risk review session with stakeholders
- C) Update Risk Register and adjust contingency reserves
- D) Request more budget

Answer: B

Rationale: Engage stakeholders in risk review first.

Q56

A key sponsor requests acceleration of delivery, but this would result in significant resource overload. What is your BEST response?

- A) Accept the acceleration
- B) Escalate to PMO
- C) Facilitate discussion to balance priorities, constraints, and risks
- D) Reject the request outright

Answer: C

Rationale: Facilitate informed discussion balancing constraints.

Q57

Midway through a large transformation project, your PMO requests benefits tracking reports. You discover no benefits realization metrics were defined. What should you do?

- A) Define and baseline metrics collaboratively
- B) Report that benefits tracking is not possible
- C) Delay reporting until after project delivery
- D) Escalate to the sponsor

Answer: A

Rationale: Define and baseline benefits metrics collaboratively.

Q58

During Sprint Review, key stakeholders give negative feedback on the delivered increment. What is your next step?

- A) Rework the increment immediately
- B) Update Definition of Done
- C) Facilitate clarification of expectations with Product Owner
- D) Cancel future Sprints

Answer: C

Rationale: Clarify expectations with Product Owner and stakeholders.

Q59

A regulator mandates new reporting requirements mid-project. What should you do first?

- A) Update Communications Management Plan
- B) Submit change request for scope and cost impact
- C) Escalate to legal team
- D) Update the Risk Register only

Answer: B

Rationale: Submit change request — compliance impacts scope and cost.

Q60

Stakeholders are highly polarized regarding product design. How should the project manager respond?

- A) Adopt the most influential stakeholder's position
- B) Pause the project
- C) Facilitate consensus-building workshops
- D) Escalate to governance board immediately

Answer: C

Rationale: Facilitate consensus to resolve polarization.

Q61

During retrospective, the team expresses burnout from multiple overlapping Sprints. What is the best leadership response?

- A) Coach team on sustainable pace
- B) Ask for more team members
- C) Reduce scope commitment unilaterally
- D) Extend Sprint duration

Answer: A

Rationale: Coach team to maintain a sustainable pace.

Q62

You are asked to manage a strategic program with multiple interdependent projects. What tool helps most?

- A) Product Roadmap
- B) RAID log
- C) Program Benefits Realization Plan

D) Single Project WBS

Answer: C

Rationale: Program Benefits Plan tracks outcomes across multiple projects.

Q63

During stakeholder engagement, ethical conflicts emerge regarding use of subcontractors. What should guide your decision?

- A) PMO preference
- B) Contract terms
- C) Organizational values and PMI Code of Ethics
- D) Sponsor's informal instructions

Answer: C

Rationale: Decisions should be guided by ethics and values.

Q64

An Agile Release Train faces repeated dependencies from predictive waterfall teams. What should the RTE (Release Train Engineer) do?

- A) Instruct ART teams to wait
- B) Escalate to senior leadership
- C) Facilitate cross-team dependency management
- D) Cancel affected iterations

Answer: C

Rationale: Facilitate cross-team dependency management.

Q65

At mid-project review, project margins are below forecast. What is your next action?

- A) Increase contingency budget
- B) Conduct root cause analysis on margin variance
- C) Escalate for more funding
- D) Reduce quality scope

Answer: B

Rationale: Analyze root causes before deciding corrective action.

Q66

During Sprint 5, velocity trends downward due to technical debt. What is the Scrum Master's first action?

- A) Cancel Sprint 6
- B) Increase Sprint duration
- C) Facilitate technical debt prioritization
- D) Ask Product Owner to change priorities

Answer: C

Rationale: Prioritize addressing technical debt.

Q67

You lead a large hybrid project with critical path slippage. Your best leadership response is to:

- A) Demand overtime
- B) Engage teams to collaboratively recover schedule
- C) Compress schedule
- D) Request more resources

Answer: B

Rationale: Engage teams collaboratively first.

Q68

Stakeholders demand detailed Earned Value metrics, but your Agile team resists. How do you resolve?

- A) Enforce compliance
- B) Remove Agile processes
- C) Educate stakeholders on Agile metrics mapping to EV
- D) Escalate to PMO

Answer: C

Rationale: Educate on mapping Agile metrics to EV.

Q69

Your project's customer journey map lacks clarity in post-delivery support. What should you do?

- A) Add it to risk register
- B) Update the scope baseline
- C) Facilitate mapping with product and service teams
- D) Notify PMO

Answer: C

Rationale: Collaboratively clarify customer journey.

Q70

Your PMO introduces new KPIs to align all projects to strategic objectives. Your best response is to:

- A) Ignore non-mandatory KPIs
- B) Resist change
- C) Facilitate alignment discussions with team and PMO
- D) Escalate concerns

Answer: C

Rationale: Facilitate alignment discussions.

Q71

Two high-profile stakeholders disagree on project scope priority. The governance board is weeks away. What should you do?

- A) Pause work
- B) Make unilateral decision
- C) Facilitate interim resolution based on project charter
- D) Escalate immediately

Answer: C

Rationale: Facilitate resolution aligned to charter.

Q72

Your project aims to transform business processes, but impacted users show strong resistance. Best leadership approach?

- A) Laissez-faire
- B) Servant leadership with active engagement
- C) Passive stakeholder management
- D) Direct enforcement

Answer: B

Rationale: Servant leadership fosters engagement and buy-in.

Q73

In an adaptive life cycle, the customer demands fixed milestones for budget approvals.

What's your best approach?

- A) Reject fixed milestones
- B) Define adaptive-friendly milestone reviews
- C) Shift to predictive delivery
- D) Escalate

Answer: B

Rationale: Define adaptive-friendly milestones.

Q74

Your project steering committee requests risk-adjusted value forecasts. What technique will help?

- A) Monte Carlo simulation
- B) CPI trend analysis
- C) Resource histogram
- D) Earned schedule

Answer: A

Rationale: Monte Carlo provides risk-adjusted forecasts.

Q75

A new executive stakeholder joins mid-project with different expectations. Your first action is to:

- A) Schedule onboarding and expectations alignment
- B) Give them latest reports
- C) Request sponsor to manage
- D) Ignore until formal review

Answer: A

Rationale: Align expectations proactively.

Q76

Your global project team faces cultural misunderstandings causing conflict. What should you do first?

- A) Replace team members
- B) Deliver cultural competence training
- C) Escalate to sponsor

D) Split team by region

Answer: B

Rationale: Address root cause through competence building.

Q77

You observe the PMO enforcing compliance metrics not suited for Agile teams. What should you do?

A) Push back

B) Educate PMO on Agile practices and negotiate relevant metrics

C) Ignore metrics

D) Escalate

Answer: B

Rationale: Educate and collaborate for relevant compliance.

Q78

Benefits realization will occur long after project closure. What should you do?

A) Update Benefits Management Plan with post-project tracking

B) Extend project duration

C) Transfer tracking to Product Owner

D) Notify finance

Answer: A

Rationale: Update the Benefits Plan to define tracking.

Q79

During regulatory audit, a team member provides unapproved project data. What should you do?

A) Ignore

B) Report and initiate corrective actions

C) Replace team member

D) Escalate immediately

Answer: B

Rationale: Take ethical corrective action.

Q80

A predictive project shows early signs of cost overrun. Your first action?

- A) Update Forecast
- B) Conduct root cause analysis
- C) Request more funds
- D) Extend timeline

Answer: B

Rationale: Analyze root cause before corrective action.

Q81

In hybrid project governance, Agile and predictive teams disagree on deliverables sequence. What should you do?

- A) Side with Agile team
- B) Facilitate integrated roadmap alignment
- C) Escalate to steering committee
- D) Enforce PMO standards

Answer: B

Rationale: Facilitate integrated alignment.

Q82

Your Agile team repeatedly delivers increments that fail Definition of Done. As Scrum Master, your best response is:

- A) Increase velocity
- B) Reinforce Definition of Done with team
- C) Ignore
- D) Escalate

Answer: B

Rationale: Reinforce shared understanding of Done.

Q83

Team velocity has plateaued despite stable backlog and no changes. What should Scrum Master do?

- A) Increase team size
- B) Conduct impediment review with team
- C) Push team for more story points
- D) Shorten Sprint

Answer: B

Rationale: Identify hidden impediments.

Q84

PMO requests program-wide Earned Value reports for multiple Agile projects. What should Program Manager do?

- A) Resist EV reporting
- B) Educate PMO on Agile-based EV equivalents
- C) Convert teams to predictive
- D) Provide only burndown charts

Answer: B

Rationale: Educate and align Agile metrics with EV.

Q85

Your project deliverables create major process changes for end users. To minimize disruption, you should:

- A) Deliver all at once
- B) Stage incremental adoption
- C) Push for fast rollout
- D) Ignore user concerns

Answer: B

Rationale: Stage incremental change for smoother adoption.

Q86

An Agile team struggles with estimation accuracy. What should Scrum Master recommend?

- A) Use Monte Carlo
- B) Adopt story points and retrospectives to improve estimation
- C) Push team to commit harder
- D) Enforce stricter backlog

Answer: B

Rationale: Use story points and improve estimation via reflection.

Q87

You're closing a program. The Sponsor insists on including unrealized benefits in the final report. What is your ethical response?

- A) Comply
- B) Refuse and report to ethics board if needed
- C) Delay report
- D) Ignore

Answer: B

Rationale: Do not misrepresent benefits.

Q88

The PMO introduces AI-based predictive analytics. Your project team resists adoption. What should you do?

- A) Ignore resistance
- B) Conduct change readiness assessment and address concerns
- C) Enforce adoption
- D) Escalate

Answer: B

Rationale: Lead readiness and address concerns.

Q89

Your product backlog contains user stories with inconsistent acceptance criteria. What is the Product Owner's next step?

- A) Prioritize only high-value stories
- B) Facilitate backlog refinement
- C) Increase team size
- D) Skip low-quality stories

Answer: B

Rationale: Backlog refinement improves clarity.

Q90

While preparing for project closure, the team identifies unvalidated assumptions. What should the Project Manager do?

- A) Ignore since project is closing
- B) Document and escalate
- C) Validate before closure

D) Close project regardless

Answer: C

Rationale: Validate assumptions prior to closure.

Q91

Your Agile team's retrospective consistently generates no improvement actions. What should Scrum Master do?

- A) Shorten retrospective
- B) Coach team to foster openness and reflection
- C) Eliminate retrospective
- D) Push team for new process

Answer: B

Rationale: Coach for improved reflection.

Q92

The steering committee questions how your hybrid project aligns to changing strategy. What should you provide?

- A) Updated RAID
- B) Revised Benefits Realization Roadmap
- C) More detailed cost estimates
- D) Change log

Answer: B

Rationale: Benefits roadmap shows strategic alignment.

Q93

Mid-project, you discover key assumptions in risk planning were invalid. What should you do?

- A) Ignore since mitigation is in place
- B) Update Risk Register and perform new analysis
- C) Close old risks
- D) Proceed as planned

Answer: B

Rationale: Update risks and re-analyze.

Q94

You observe Product Owner overloading the team each Sprint. Best Scrum Master response?

- A) Support Product Owner
- B) Protect sustainable team capacity and coach Product Owner
- C) Escalate
- D) Ignore

Answer: B

Rationale: Coach for sustainable capacity.

Q95

Your team struggles to adopt Agile mindset under traditional leadership. What is your best leadership action?

- A) Enforce Agile by mandate
- B) Create Agile champions and foster cultural change
- C) Report leadership as blocker
- D) Lower Agile expectations

Answer: B

Rationale: Foster Agile culture via champions.

Q96

During Benefits Review, you find one key KPI is no longer valid. What should you do?

- A) Ignore
- B) Replace KPI collaboratively
- C) Adjust reporting to fit KPI
- D) Report no change

Answer: B

Rationale: Replace invalid KPI.

Q97

A functional manager demands resource assignment not aligned to project priorities. You should:

- A) Escalate
- B) Negotiate priorities with functional manager
- C) Accept

D) Refuse

Answer: B

Rationale: Negotiate aligned priorities.

Q98

Your stakeholders request velocity-based release forecasts. How do you respond?

A) Decline

B) Facilitate forecasting session with team

C) Provide rough estimate only

D) Escalate

Answer: B

Rationale: Forecasting should be team-based.

Q99

You lead an Agile team working in high regulatory environment. What should you coach first?

A) Ignore regulations

B) Adapt Definition of Done to include compliance

C) Deliver faster

D) Limit stakeholder involvement

Answer: B

Rationale: Compliance should be in Definition of Done.

Q100

In closing hybrid program, one workstream is delayed. What do you do?

A) Delay entire program

B) Close other workstreams while managing open one

C) Wait for full closure

D) Escalate

Answer: B

Rationale: Close completed streams and manage remaining workstream.