

#	Scenario	Option A	Option B	Option C	Option D	Correct Answer	Description
1	Your project is delivering a product for a government client when a new data protection law comes into effect, requiring encryption of user data.	Deliver the product as planned and adjust through a patch later.	Inform the client that the law applies post-deployment only.	Analyze the impact of the law and initiate a change request with adjusted scope, cost, and schedule.	Request the legal team to draft a client waiver acknowledging the compliance gap.	C	PMI expects project managers to evaluate external legal and regulatory impacts and follow structured change management to maintain compliance.
2	Midway through execution, the executive board repositions your project as critical to the company's ESG (Environmental, Social, and Governance) reporting.	Add sustainability-related metrics to the project charter immediately.	Pause the project and revise all project documents from scratch.	Engage key stakeholders and update relevant components like the benefits management plan and KPIs.	Ignore the directive until formal communication is issued.	C	Strategic realignment should prompt updates to project documentation and KPIs, not the charter or a full reset.
3	Your company has adopted a digital-first strategy, and your project deliverables now conflict with this initiative.	Continue with the original deliverables to avoid rework.	Conduct an impact analysis and present alternatives that align with the new strategy.	Shift to an agile approach without formal approval.	De-scope non-digital components without involving stakeholders.	B	When strategy changes, PMI advises the project manager to assess impacts and realign through formal channels, not unilateral decisions.
4	A competitor has launched a similar product ahead of your schedule, and executives want to fast-track delivery.	Crash all remaining tasks to meet the new deadline.	Update the business case to reflect the new urgency and reassess feasibility.	Shift low-priority features to post-launch without consultation.	Ask the marketing team to delay public communications until you're ready.	B	Adjusting business strategy should involve updating the business case and validating the impact across project constraints.
5	Your project's budget is suddenly cut by 25% following a corporate portfolio review, but critical milestones are expected to remain unchanged.	Adjust quality standards to compensate for the funding gap.	Negotiate with stakeholders to re-prioritize scope and timing.	Reassign senior resources to other projects.	Use the contingency reserve to fill the budget gap.	B	When constraints shift, the project manager must revalidate scope, schedule, and cost with stakeholders rather than compromise quality or act unilaterally.
6	An external audit finds your project non-compliant with new sustainability metrics issued after your project started.	Appeal the audit findings since the policy was retroactive.	Log the issue for discussion after project closure.	Evaluate how the new metrics impact your deliverables and initiate a change request if needed.	Assign the responsibility for sustainability to a third-party vendor.	C	PMI best practice is to assess regulatory changes and integrate them into scope or process through formal change control.
7	Your global project is affected by new tariffs that increase costs by 20%. Leadership demands the same outcomes on the original budget.	Proceed with scope reductions without informing sponsors.	Highlight cost constraints and recommend scope or quality trade-offs through change control.	Request the vendor to absorb the tariff costs.	Accelerate the schedule to offset financial impact.	B	PMI emphasizes transparency and integrated change control when external economic conditions affect cost and scope.
8	A government initiative your project depended on has been indefinitely delayed due to political instability.	Proceed with project assumptions as originally planned.	Hold execution and update stakeholders only if impact materializes.	Reassess the assumptions and initiate risk response planning with stakeholders.	Seek approval to transfer project ownership to another team.	C	Strategic dependencies must be reassessed as risks when external conditions change, and mitigation should involve stakeholders.
9	Your organization shifts to a product-based delivery model mid-project. Leadership asks that your project now feed into a larger product roadmap.	Re-baseline the project entirely with new deliverables.	Identify alignment points and collaborate with the product team to integrate outputs strategically.	Delay implementation until organizational change is complete.	Keep your project isolated to preserve original benefits.	B	Integration with new strategic frameworks (like product roadmaps) should be done through collaboration and alignment, not full resets or isolation.
10	You're nearing project closure when corporate leadership shifts and questions the relevance of your entire initiative.	Close the project as planned and publish final reports.	Conduct a benefits realization review and recommend adjustments or early termination if value is no longer aligned.	Delay closure until a new strategic directive is issued.	Exclude senior leadership from the closing phase since they weren't involved before.	B	PMI expects project managers to reassess benefit realization when strategy changes and respond with data-driven recommendations.
11	A shift related to global supply chain volatility significantly affects your project during execution. What should you do?	Conduct a formal risk and impact assessment with affected teams.	Propose de-scoping deliverables without stakeholder consultation.	Update key project documents and realign with organizational goals.	Continue as planned to avoid rework and delays.	B	Aligning with new goals reflects strategic awareness and ensures project relevance.
12	A shift related to organizational restructuring significantly affects your project during execution. What should you do?	Conduct a formal risk and impact assessment with affected teams.	Propose de-scoping deliverables without stakeholder consultation.	Continue as planned to avoid rework and delays.	Update key project documents and realign with organizational goals.	B	Aligning with new goals reflects strategic awareness and ensures project relevance.
13	A shift related to political instability significantly affects your project during execution. What should you do?	Continue as planned to avoid rework and delays.	Conduct a formal risk and impact assessment with affected teams.	Update key project documents and realign with organizational goals.	Propose de-scoping deliverables without stakeholder consultation.	B	Aligning with new goals reflects strategic awareness and ensures project relevance.
14	A shift related to regulatory change significantly affects your project during execution. What should you do?	Propose de-scoping deliverables without stakeholder consultation.	Update key project documents and realign with organizational goals.	Conduct a formal risk and impact assessment with affected teams.	Continue as planned to avoid rework and delays.	C	Risk-based evaluation helps assess and respond to external and internal uncertainty.
15	A shift related to market disruption significantly affects your project during execution. What should you do?	Update key project documents and realign with organizational goals.	Propose de-scoping deliverables without stakeholder consultation.	Conduct a formal risk and impact assessment with affected teams.	Continue as planned to avoid rework and delays.	D	Skipping formal consultation contradicts stakeholder engagement and governance principles.
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18	A shift related to portfolio reprioritization significantly affects your project during execution. What should you do?	Propose de-scoping deliverables without stakeholder consultation.	Conduct a formal risk and impact assessment with affected teams.	Update key project documents and realign with organizational goals.	Continue as planned to avoid rework and delays.	A	Continuing without alignment ignores environmental shifts that may impact project success.
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20	A shift related to environmental compliance significantly affects your project during execution. What should you do?	Propose de-scoping deliverables without stakeholder consultation.	Continue as planned to avoid rework and delays.	Conduct a formal risk and impact assessment with affected teams.	Update key project documents and realign with organizational goals.	C	Risk-based evaluation helps assess and respond to external and internal uncertainty.
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22	A shift related to post-project audit findings significantly affects your project during execution. What should you do?	Propose de-scoping deliverables without stakeholder consultation.	Continue as planned to avoid rework and delays.	Update key project documents and realign with organizational goals.	Conduct a formal risk and impact assessment with affected teams.	A	Continuing without alignment ignores environmental shifts that may impact project success.
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24	A shift related to benefits realization concerns significantly affects your project during execution. What should you do?	Update key project documents and realign with organizational goals.	Conduct a formal risk and impact assessment with affected teams.	Propose de-scoping deliverables without stakeholder consultation.	Continue as planned to avoid rework and delays.	B	Aligning with new goals reflects strategic awareness and ensures project relevance.
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26	A shift related to emerging technology adoption significantly affects your project during execution. What should you do?	Update key project documents and realign with organizational goals.	Propose de-scoping deliverables without stakeholder consultation.	Continue as planned to avoid rework and delays.	Conduct a formal risk and impact assessment with affected teams.	D	Skipping formal consultation contradicts stakeholder engagement and governance principles.
27	A shift related to benefits realization concerns significantly affects your project during execution. What should you do?	Propose de-scoping deliverables without stakeholder consultation.	Update key project documents and realign with organizational goals.	Conduct a formal risk and impact assessment with affected teams.	Continue as planned to avoid rework and delays.	D	Skipping formal consultation contradicts stakeholder engagement and governance principles.
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33	A shift related to market disruption significantly affects your project during execution. What should you do?	Continue as planned to avoid rework and delays.	Update key project documents and realign with organizational goals.	Conduct a formal risk and impact assessment with affected teams.	Propose de-scoping deliverables without stakeholder consultation.	C	Risk-based evaluation helps assess and respond to external and internal uncertainty.
34	A shift related to merger or acquisition significantly affects your project during execution. What should you do?	Continue as planned to avoid rework and delays.	Conduct a formal risk and impact assessment with affected teams.	Propose de-scoping deliverables without stakeholder consultation.	Update key project documents and realign with organizational goals.	B	Aligning with new goals reflects strategic awareness and ensures project relevance.
35	A shift related to organizational restructuring significantly affects your project during execution. What should you do?	Update key project documents and realign with organizational goals.	Propose de-scoping deliverables without stakeholder consultation.	Conduct a formal risk and impact assessment with affected teams.	Continue as planned to avoid rework and delays.	A	Continuing without alignment ignores environmental shifts that may impact project success.
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