

#	Scenario	Option A	Option B	Option C	Option D	Correct Answer	Description
1	While reconciling your project's cost baseline with the latest invoices, you notice that supplier costs have been entered under the wrong WBS elements, creating an inaccurate report. What should you do first?	Consult the risk register and identify appropriate contingency measures.	Initiate a change request and update the impacted baselines.	Escalate to the project sponsor for urgent resolution.	Conduct a root cause analysis with the core project team.	A	This reflects proactive planning and refers to PMI-approved tools like risk registers and WBS.
2	In your project's earned value analysis, SPI is above 1 but CPI is well below 1. A stakeholder interprets this as good performance. How should you respond?	Revise the stakeholder engagement plan immediately.	Postpone decision-making until the next governance meeting.	Review communication breakdowns and hold an alignment session.	Proceed with planned execution without change.	C	Escalation is appropriate when cross-functional or unresolved issues require higher authority.
3	Just before submitting your monthly report to the PMO, you discover that the project team skipped updating several risk response statuses. What is your best course of action?	Perform a variance analysis to assess performance impact.	Send an official notification to the procurement department.	Update the issue log and initiate a stakeholder risk meeting.	Consult the quality management plan for acceptable limits.	C	Escalation is appropriate when cross-functional or unresolved issues require higher authority.
4	A senior stakeholder requests the addition of a feature that was previously rejected in a change control board meeting. They want it included without further review. What should you do?	Decompose the work package and reassign responsibilities.	Facilitate a conflict resolution session with department leads.	Update the WBS dictionary and rebaseline affected deliverables.	Validate project assumptions and dependencies with the team.	D	This is appropriate for internal analysis and team-based resolution.
5	During a compliance audit, the inspector asks for quality assurance records for a specific deliverable, but your team only has quality control checklists. How should you proceed?	Amend the risk register to include residual impact.	Notify external stakeholders and halt execution temporarily.	Log the concern for post-project review.	Analyze compliance impact and recommend mitigation options.	D	This is appropriate for internal analysis and team-based resolution.
6	Midway through an agile delivery cycle, your team realizes a user story in progress lacks proper acceptance criteria. What should the project manager do?	Consult the risk register and identify appropriate contingency measures.	Initiate a change request and update the impacted baselines.	Escalate to the project sponsor for urgent resolution.	Conduct a root cause analysis with the core project team.	A	This reflects proactive planning and refers to PMI-approved tools like risk registers and WBS.
7	After reviewing your procurement documentation, you find that contract closure procedures were skipped for a minor vendor. No payments are pending, but you are preparing for formal project closure.	Revise the stakeholder engagement plan immediately.	Postpone decision-making until the next governance meeting.	Review communication breakdowns and hold an alignment session.	Proceed with planned execution without change.	A	This reflects proactive planning and refers to PMI-approved tools like risk registers and WBS.
8	During resource leveling, you discover that two critical path tasks are now overlapping due to delayed dependencies. What should you analyze before proceeding?	Perform a variance analysis to assess performance impact.	Send an official notification to the procurement department.	Update the issue log and initiate a stakeholder risk meeting.	Consult the quality management plan for acceptable limits.	A	This reflects proactive planning and refers to PMI-approved tools like risk registers and WBS.
9	A key technical decision was made in a team meeting but wasn't recorded or reflected in updated documentation. You're now seeing downstream issues caused by conflicting interpretations. What is your next step?	Decompose the work package and reassign responsibilities.	Facilitate a conflict resolution session with department leads.	Update the WBS dictionary and rebaseline affected deliverables.	Validate project assumptions and dependencies with the team.	A	This reflects proactive planning and refers to PMI-approved tools like risk registers and WBS.
10	While preparing for the phase gate review, you realize several deliverables don't meet exit criteria agreed upon with stakeholders. However, the project sponsor suggests pushing forward to maintain momentum. What is the most appropriate course of action?	Amend the risk register to include residual impact.	Notify external stakeholders and halt execution temporarily.	Log the concern for post-project review.	Analyze compliance impact and recommend mitigation options.	C	Escalation is appropriate when cross-functional or unresolved issues require higher authority.
11	Your risk register shows 30 open risks, but during stakeholder engagement, a department head reports that their area has received no updates on the mitigation plans. What should you do next?	Consult the risk register and identify appropriate contingency measures.	Initiate a change request and update the impacted baselines.	Escalate to the project sponsor for urgent resolution.	Conduct a root cause analysis with the core project team.	D	This is appropriate for internal analysis and team-based resolution.
12	During an earned value performance review, you detect that schedule variance is within tolerance, but there's an increasing trend of late approvals for change requests. What should be your next focus?	Revise the stakeholder engagement plan immediately.	Postpone decision-making until the next governance meeting.	Review communication breakdowns and hold an alignment session.	Proceed with planned execution without change.	A	This reflects proactive planning and refers to PMI-approved tools like risk registers and WBS.
13	You are facilitating a retrospective for your hybrid project. One team member claims recurring quality defects are due to unclear scope. How should you address this claim?	Perform a variance analysis to assess performance impact.	Send an official notification to the procurement department.	Update the issue log and initiate a stakeholder risk meeting.	Consult the quality management plan for acceptable limits.	B	This is the correct process under change or schedule management situations.
14	A critical supplier has informed you that a required certification for compliance is delayed, and components cannot ship on time. This may trigger contract penalties. What should you do first?	Decompose the work package and reassign responsibilities.	Facilitate a conflict resolution session with department leads.	Update the WBS dictionary and rebaseline affected deliverables.	Validate project assumptions and dependencies with the team.	D	This is appropriate for internal analysis and team-based resolution.
15	While updating your project management plan, you notice the scope baseline was never formally approved, despite work having begun. How should you address this issue?	Amend the risk register to include residual impact.	Notify external stakeholders and halt execution temporarily.	Log the concern for post-project review.	Analyze compliance impact and recommend mitigation options.	B	This is the correct process under change or schedule management situations.
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151	151: A senior manager requests changes to performance metrics that are already locked in the project baseline and reported to sponsors. What should you do next to ensure alignment with PMI Process domain expectations?	Consult the risk register and identify appropriate contingency measures.	Initiate a change request and update the impacted baselines.	Escalate to the project sponsor for urgent resolution.	Conduct a root cause analysis with the core project team.	B	This is the correct process under change or schedule management situations.
152	152: In a hybrid project, your agile team reports difficulty estimating story points due to unclear business rules provided by stakeholders. What should you do next to ensure alignment with PMI Process domain expectations?	Revise the stakeholder engagement plan immediately.	Postpone decision-making until the next governance meeting.	Review communication breakdowns and hold an alignment session.	Proceed with planned execution without change.	A	This reflects proactive planning and refers to PMI-approved tools like risk registers and WBS.
153	153: After conducting a variance analysis, you notice that earned value has not changed, but actual costs have significantly increased. What should you do next to ensure alignment with PMI Process domain expectations?	Perform a variance analysis to assess performance impact.	Send an official notification to the procurement department.	Update the issue log and initiate a stakeholder risk meeting.	Consult the quality management plan for acceptable limits.	C	Escalation is appropriate when cross-functional or unresolved issues require higher authority.
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156	156: After issuing a risk response, a separate residual risk was triggered that was not previously identified or planned for. What should you do next to ensure alignment with PMI Process domain expectations?	Consult the risk register and identify appropriate contingency measures.	Initiate a change request and update the impacted baselines.	Escalate to the project sponsor for urgent resolution.	Conduct a root cause analysis with the core project team.	C	Escalation is appropriate when cross-functional or unresolved issues require higher authority.
157	157: During a procurement audit, you discover a series of undocumented scope changes authorized informally via email. What should you do next to ensure alignment with PMI Process domain expectations?	Revise the stakeholder engagement plan immediately.	Postpone decision-making until the next governance meeting.	Review communication breakdowns and hold an alignment session.	Proceed with planned execution without change.	A	This reflects proactive planning and refers to PMI-approved tools like risk registers and WBS.
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159	159: A key dependency in your schedule is tied to a deliverable from another project, which has now been rescheduled without notice. What should you do next to ensure alignment with PMI Process domain expectations?	Decompose the work package and reassign responsibilities.	Facilitate a conflict resolution session with department leads.	Update the WBS dictionary and rebaseline affected deliverables.	Validate project assumptions and dependencies with the team.	A	This reflects proactive planning and refers to PMI-approved tools like risk registers and WBS.
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161	161: The QA manager has flagged that recent test cycles have shown a trend of regressions, even though defect density remains low. What should you do next to ensure alignment with PMI Process domain expectations?	Consult the risk register and identify appropriate contingency measures.	Initiate a change request and update the impacted baselines.	Escalate to the project sponsor for urgent resolution.	Conduct a root cause analysis with the core project team.	A	This reflects proactive planning and refers to PMI-approved tools like risk registers and WBS.
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