

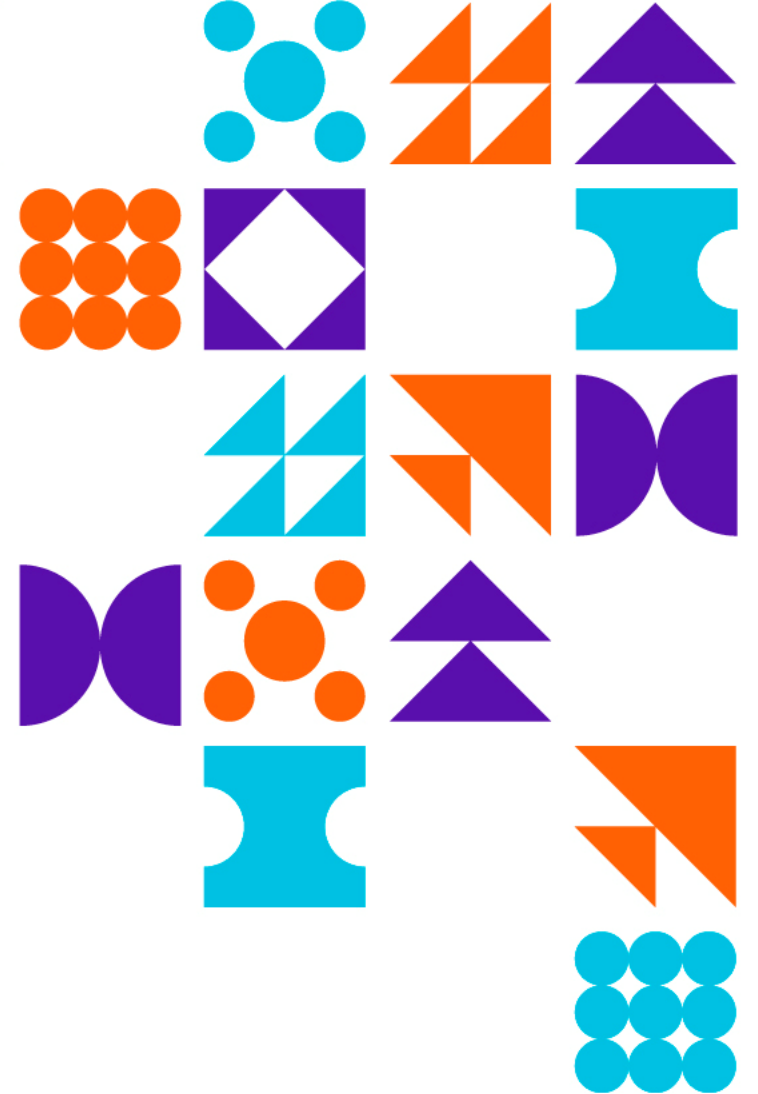


PMI Germany Chapter Study Group

Tips and Tricks for answering PMP® exam questions

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You, Getting Certified



- Do not apply your work experience! Think what PMI wants you to do and do it the PMI way until you have passed
- **Understand** the processes and concepts, don't simply memorise them
- Apply the **PMP mindset**
 - <https://www.youtube.com/watch?v=-u0rO-YQr9c> (Andrew Ramdayal)
 - https://www.youtube.com/watch?v=C_AaLSTb-9A (David McLachlan)

When answering questions, always look for...

- **Consensus**
- **Collaboration**
- **Face-to-face communication** over other communication methods
- **Evaluate** the impact first before acting or discussing with stakeholders - evaluate the impact for value, cost, time and scope, communicate and then follow correct change processes
- Apply **servant leadership** skills
- **ALWAYS** follow the law and compliance, never compromise safety => that may be the only time you stop all work on the project
- When an issue, risk, or request arises, the PM must **take some form of action**
- For confusion or misalignment in a scenario, bring the team together to **clarify, communicate and realign the vision**, do not blame or escalate the team or customer

Agile, Hybrid, Traditional...

- Check which **delivery approach** you are in, i.e. traditional, agile or hybrid => your decisions and next steps will depend on this
- **Traditional:** Follow the **integrated change control process** and don't simply make changes
 - Changes go through a formal change control process, impact is assessed and approved first
 - A formal change request is submitted, approved by sponsor or change control board, then the change is applied and documented correctly
- **Agile:** change is welcomed and managed through backlog prioritization
 - Changes go to the product owner, who decides if/when added to the backlog.
 - The PM does not own scope decisions in Agile, the product owner does

Stakeholders

- Engage stakeholders **early, frequently and analyse their needs**
- When a **new stakeholder** appears, engage and communicate with the stakeholder and analyse their needs
- Communicate based on **individual needs** and **tailor communications** accordingly, e.g. an executive might need high level information, developers will have daily stand-ups. Never assume everyone is on the same page
- Have **private conversations, face-to-face** and evaluate stakeholders on an ongoing basis
- Build **trust, collaborate, handle issues directly, privately and promptly**. Confront the problem to solve the problem

AI in Project Management...

- Understand that AI **supports** project management activities. AI can assist with planning, analysing, communicating and monitoring
- The best answer usually includes using AI while applying human judgment
- **Avoid** answers that blindly trust AI
- **Avoid** answers that allow AI to make final decisions without oversight
- Remember: **AI helps the project manager, but the project manager remains in control**

Can't find the right answer, several options seem right?

- The exam may **not include the exact action** you would take in real life
 - Compare all options and eliminate the ones with obvious flaws
 - Select the answer that best fits the situation based on PMI principles
 - Even an imperfect answer can be the best answer when others are worse
 - Choose the least “suckiest” answer
- Some questions have **no clearly good options**, every choice has something wrong
 - Make an educated guess: which option does the least damage and aligns with PMI values?
 - Don't let one confusing question eat up several minutes of precious exam time

Analysing And Answering Questions – General Approach

- Read the **end of the question** first to find out what to expect, then read **the question choices**, then read **the full question** and identify the key words. Eliminate obviously wrong questions first. <https://www.youtube.com/watch?v=JMj8WckopvI>;
<https://www.youtube.com/watch?v=O2bHRJK-B64>
- Answer choices using "always," "never," or "all" are often incorrect
=> Project management requires flexibility and judgment, not rigid rules
- Most situations depend on context, extreme statements are rarely the best answer
- The exam favors balanced, situational responses over one-size fits-all actions
- Eliminate obviously incorrect answer choices
- Use highlighter & strikethrough tools

Mock Question – Case Study

Case Study 1: Governance Overreach

A project manager is leading an 18-month enterprise resource planning (ERP) implementation for a mid-sized manufacturing company. The project sponsor, the company's Chief Operating Officer (COO), is under pressure from the board of directors to demonstrate measurable operational improvements before the fiscal year closes. The approved project scope includes system configuration, data migration, and user training across three departments.

Midway through execution, the COO requests that the project team integrate a financial reporting module that was explicitly excluded from the approved scope, describing it as a minor addition that does not require formal review. The project manager estimates the addition would require three additional weeks and \$40,000 in unbudgeted costs.

The COO has since begun attending weekly project status meetings and issuing direct task assignments to team members without the project manager's involvement. When the project manager raised concerns, the COO dismissed them, stating the delivery date is non-negotiable and the team should "do whatever it takes." The project manager has documented the COO's informal requests in meeting notes but has not yet taken further action. With the fiscal year deadline approaching and the team showing signs of confusion over conflicting direction, the project manager must decide how to proceed.

Question 1

Reference case study above. Overall explanation in notes.

The project manager has documented the COO's ongoing interference in meeting notes but has not recorded it in any formal project document. What is the appropriate project document to formally capture this situation?

- The risk register
- The change log
- The issue log
- The lessons learned register

Question 2

Reference case study above. Overall explanation in notes.

Based on the details provided, which development approach is the project using?

- Agile
- Hybrid
- Incremental
- Predictive

Question 3

Reference case study above. Overall explanation in notes.

The COO has requested the addition of a financial reporting module, claiming it does not require formal review. What should the project manager do?

- Comply with the COO's request since the sponsor has the authority to approve change requests.
- Submit a change request to formally evaluate the addition through the integrated change control process.
- Refuse the addition and remind the COO that the reporting module was explicitly excluded from the approved scope.
- Negotiate with the COO to reduce other scope items to accommodate the addition without a formal change request.

Standard Scenario Question

A software development team using Scrum is preparing for sprint planning. The product owner has added several new high-priority items to the backlog just before sprint planning, replacing items the team had already refined and estimated as likely candidates for the sprint. The development team is concerned the last-minute changes will disrupt the sprint. What should the product owner do?

- Defer the new items to the next sprint to preserve the team's preparation work.
- Present the new items during sprint planning and allow the team to select the work they commit to completing.
- Remove the lowest-priority items from the backlog to accommodate the new high-priority additions.
- Escalate the conflict to the scrum master to determine which items should be included in the sprint.

Matching Question

Match each team scenario to the correct stage of Tuckman's Ladder.

Drag each stage on the left and drop it next to the scenario that best fits.

STAGES (DRAG AND DROP)	TEAM SCENARIOS
Norming	A Team members have just joined the project. They are polite, asking questions about their responsibilities, and looking to the project manager for direction. Drop Here
Forming	B The team has established working agreements, openly shares knowledge, and resolves disagreements constructively while building trust. Drop Here
Performing	C Team members disagree about priorities, challenge each other's ideas during meetings, and conflict has started affecting collaboration. Drop Here
Storming	D The team consistently meets sprint goals with minimal supervision. Members proactively solve problems, collaborate effectively, and focus on delivering value. Drop Here

Study Resources

- Udemy – PMP updated video courses by Andrew Ramdayal and David McLachlan (check for specials on courses)
 - If you need more help with Agile, buy an extra PMI-ACP exam prep course (Andrew Ramdayal, Joseph Philips)
- Study Guides (books – check if updated for new exam but they will help even if not updated):
 - PMP Exam Prep – Rita Mulcahy
 - PMP Project Management Professional Study Guide – Kim Heldman
- YouTube videos by David McLachlan with 100s of PMP exam questions
- PMBOK 8th Edition is a must to work through for exam prep, PMI Process Groups Guide for more details on traditional processes
- Time Management tips – download apps and courses or videos and use waiting time, lunch breaks etc to watch a video with a few questions or course material



Good luck for your exam
prep. You've got this!

Thank you!

