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PMI PMI-CPMAI

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Topic Break Down

Topic	No. of Questions
Topic 1, Business Understanding	52
Topic 2, Data Understanding	31
Topic 3, Data Preparation	17
Topic 4, Model Development	4
Topic 5, Model Evaluation	22
Topic 6, Deployment	32
Total	158

QUESTION NO: 1

In a clustering analysis for data use, the project team finds that the clusters are not meaningful and do not provide actionable insights. Which activity should the project manager do with the project team?

- A. Assess the trade-offs of the various algorithms.
- B. Establish data governance protocols.
- C. Identify the data gaps and address deficiencies.
- D. Conduct an algorithm analysis on the data sources.

ANSWER: C

Explanation:

Identify the data gaps and address deficiencies. is the appropriate activity because useful clustering depends on data that is relevant to the business objective, sufficiently complete, representative of the population being analyzed, and consistently prepared. When the resulting groups have no recognizable business meaning or cannot support a decision or action, the team should first revisit whether the available variables capture the attributes that distinguish meaningful segments. This review can reveal missing fields, incomplete records, stale information, inconsistent definitions, unrepresentative samples, or data-quality issues that obscure real patterns. The team can then improve collection, integration, cleansing, labeling where relevant, and feature preparation, while validating that the dataset is fit for the intended use case. This is an iterative AI-project management practice: data understanding and preparation are refined using model results and stakeholder evaluation of whether outputs are actionable. The PMI-CPMAI certification focuses on managing AI initiatives across the data, model, and business-value lifecycle; see PMI's [PMI-CPMAI certification overview](#). This approach also aligns with the NIST AI Risk Management Framework's emphasis on documenting data provenance, quality, and suitability for the system's context of use: [NIST AI Risk Management Framework](#).

QUESTION NO: 2

An organization is planning an AI solution to assist recruiters in screening job applications. Human resources, legal, hiring managers, and information security teams have different concerns about the use of applicant data and the recommendations produced by the solution.

Which two actions should the project manager take to establish effective governance before development begins? (Choose 2)

- A. Allow each department to apply its own data-use standards
- B. Document intended uses, prohibited uses, and human decision responsibilities
- C. Assign accountable owners and an escalation path for AI-related decisions
- D. Defer governance decisions until the prototype is complete
- E. Select the model algorithm before defining decision rights

ANSWER: B C

Explanation:

Documenting the intended use, prohibited uses, and human decision responsibilities establishes clear boundaries for the AI solution. Assigning accountable owners and an escalation path ensures that policy, data, performance, and risk decisions can be made and reviewed throughout the lifecycle.

Allowing each department to apply its own standards creates inconsistent controls. Deferring governance until after a prototype is complete risks rework and uncontrolled use of applicant data. Selecting an algorithm before defining decision rights and use boundaries is premature.

QUESTION NO: 3

A manufacturing company is preparing maintenance records to train an AI solution that classifies equipment failures. During review, engineers use different labels for similar failure descriptions, and the same record is sometimes classified differently by different reviewers.

Which two actions should the project manager take before the data is used for model development? (Choose 2)

- A. Establish documented labeling criteria with engineering subject-matter experts
- B. Automatically accept the labels entered by the first reviewer
- C. Measure reviewer agreement and adjudicate disputed records
- D. Increase the dataset size without reviewing label consistency
- E. Select a more complex model to offset label differences

ANSWER: A C

Explanation:

The team should establish documented labeling criteria with engineering subject-matter experts so that categories are applied consistently. It should also measure reviewer agreement and use an adjudication process for disputed records. These actions improve label reliability and make remaining uncertainty visible.

Automatically selecting one reviewer's labels does not establish that the labels are correct. Increasing the size of the dataset without resolving inconsistency can scale the quality problem. Choosing a more complex model does not compensate for unreliable training labels.

QUESTION NO: 4

In an aerospace manufacturing project, engineers are preparing data to train an AI system for predictive maintenance. They need to transform the data from multiple sensors and ensure it is consistent and accurate before building the model.

What should the project manager do to handle the inconsistencies?

- A. Enhance the current data with additional sources
- B. Use data augmentation techniques to fill the gaps
- C. Implement a validation protocol for sensor data
- D. Identify and reconcile conflicting data points

ANSWER: C D

Explanation:

Implement a validation protocol for sensor data and identify and reconcile conflicting data points are both appropriate actions for preparing reliable AI training data. Reconciliation addresses the inconsistencies already present across sensor sources. For aerospace predictive-maintenance data, this includes finding conflicting readings, duplicate records, incompatible measurement units, inconsistent timestamp conventions, and differences caused by sensor calibration or reporting logic. The team should apply documented business rules and engineering expertise to standardize values, align time series, and establish authoritative sources where records conflict.

A validation protocol makes this work repeatable and sustainable rather than a one-time cleanup exercise. It should define data-quality checks, acceptable ranges, completeness thresholds, anomaly handling, traceability requirements, and procedures for quarantining or correcting records that fail checks. These controls help ensure that transformed sensor data remains accurate and consistent as new operational data enters the pipeline. This is especially important because AI model performance and operational decisions are directly affected by the quality and representativeness of the training data. PMI's AI project guidance emphasizes disciplined management of data throughout AI delivery, while NIST identifies data quality

and validation as important elements of trustworthy AI risk management. See [PMI's PMI-CPMAI certification information](#) and the [NIST AI Risk Management Framework](#).

QUESTION NO: 5

A finance company is planning an AI project to improve fraud detection. The project manager has identified multiple cognitive patterns that can be used.

Which method will narrow the project scope?

- A. Prioritizing patterns based on their potential impact and complexity
- B. Comparing cognitive patterns against noncognitive requirements
- C. Rotating through cognitive and non-cognitive patterns sequentially in short iterations
- D. Implementing all identified patterns in parallel to test their effectiveness

ANSWER: A

Explanation:

Prioritizing patterns based on their potential impact and complexity is the appropriate way to narrow scope because it turns a broad set of possible AI capabilities into a manageable, value-focused initiative. Fraud detection can involve several potential patterns, such as anomaly detection, classification, document intelligence, and entity analysis. Attempting to address every possible pattern at the outset makes it harder to establish clear objectives, validate data readiness, manage delivery risk, and demonstrate measurable business value.

A practical prioritization approach evaluates each candidate pattern against expected business impact, feasibility, available data quality and volume, delivery effort, integration needs, regulatory considerations, and time to realize benefits. The team can then select the pattern or small set of patterns most likely to reduce fraud losses or improve detection performance within realistic constraints. This produces an initial scope that can be tested, measured, and refined before additional capabilities are considered.

This focus aligns with PMI guidance on tailoring project work to deliver value and making informed trade-offs among scope, risk, resources, and outcomes. It also supports an iterative AI delivery approach, where evidence from an initial implementation informs subsequent investment decisions. See [PMI's PMBOK Guide and Standards](#) and [PMI's AI certification information](#).

QUESTION NO: 6

An AI project team has identified a gap in their data knowledge and experience. They need to address this issue in order to proceed with their AI implementation.

What is the effective solution?

- A. Deploy an adaptive data knowledge framework (ADKF) to bridge the expertise gap
- B. Utilize an AI-specific data enhancement protocol to improve data quality
- C. Engage in a comprehensive data immersion program to build internal capabilities
- D. Hire an external data consultant to provide targeted guidance and training

ANSWER: D

Explanation:

Hire an external data consultant to provide targeted guidance and training is the most effective action because it supplies the specialized data capability the team needs immediately while also strengthening its ability to execute the implementation. Data expertise is foundational to an AI initiative: the team must understand the available data, its

provenance, quality, structure, access controls, privacy obligations, and suitability for the intended model or analytical use case. A qualified consultant can rapidly assess those areas, identify practical readiness gaps, establish appropriate data-management practices, and help the team make informed implementation decisions.

This approach also supports knowledge transfer. Targeted coaching, workshops, and hands-on guidance allow project members to develop relevant data literacy in the context of their actual AI use case, rather than relying only on generic learning. The consultant can help define data requirements, validate preparation activities, and support governance decisions so that the project proceeds on a sound and responsible basis. PMI emphasizes tailoring capabilities and engaging appropriate expertise to address project needs, while its AI certification recognizes data readiness and responsible AI delivery as essential professional competencies. See PMI's [PMI-CPMAI certification overview](#) and its [AI thought-leadership resources](#).

QUESTION NO: 7

An organization is preparing to operationalize a generative AI assistant that answers employee questions about human resources policies. The assistant will use internal policy documents, which are updated frequently. Incorrect answers could cause employees to make decisions that conflict with current policy.

Which two actions should the project manager include in the operationalization plan? (Choose 2)

- A. Train the assistant once on the initial policy documents
- B. Establish a controlled process for approving and versioning source content
- C. Allow the assistant to answer all questions without escalation
- D. Monitor answer quality and define an escalation path to human resources personnel
- E. Measure success only by the number of employee interactions

ANSWER: B D

Explanation:

Establishing a controlled process for approving and versioning source content and monitoring answer quality with a defined escalation path are appropriate actions. The assistant must use current, approved policy information, so source-content ownership, review, versioning, and retirement controls are necessary. Production monitoring and escalation enable the team to identify inaccurate or unresolved responses and route sensitive or uncertain questions to qualified human resources personnel.

Training the assistant once on an initial document set does not ensure that future policy changes are reflected. Allowing the assistant to answer without limitations or escalation would be unsuitable where responses influence employee decisions. Measuring only the number of interactions does not establish factual accuracy or policy compliance.

QUESTION NO: 8

A claims organization is introducing an AI solution that recommends the next best action for claims representatives. The representatives are concerned that the recommendations will not reflect the information they use in complex cases, and supervisors need to understand how work allocation will change.

Which two actions should the project manager take to support successful adoption? (Choose 2)

- A. Conduct a workflow-impact assessment with representatives and supervisors
- B. Mandate immediate use without changing procedures or training
- C. Provide role-based training and a mechanism for operational feedback
- D. Limit details about the solution to avoid employee concerns
- E. Remove representative judgment from complex cases at launch

ANSWER: A C

Explanation:

A workflow-impact assessment identifies how recommendations, exceptions, approvals, and accountability will fit into the claims process. Role-based training and a structured feedback mechanism allow representatives and supervisors to use the solution appropriately and report circumstances in which recommendations do not fit the case context.

Mandating use without preparation does not address legitimate operational concerns. Limiting information about the solution reduces transparency, and replacing representatives' judgment before the workflow is validated creates unnecessary risk.

QUESTION NO: 9

An insurance company is preparing data for an AI solution that will recommend next steps for complex claims. Claims data is held by several departments, and each department has different rules for sharing and updating its records.

Which two actions should the project manager take to establish accountable data use? (Choose 2)

- A. Assign accountable data owners for each source
- B. Allow each department to retain independent data definitions
- C. Define approved access and use rules for the data
- D. Copy all records into a shared location without review
- E. Defer data-governance decisions until model testing is complete

ANSWER: A C

Explanation:

Assigning accountable data owners and defining approved access and use rules are the appropriate actions. Data owners establish responsibility for the quality, availability, meaning, and authorized use of each relevant data source. Approved access and use rules translate privacy, security, business, and regulatory requirements into operational controls for the AI project.

A shared storage location alone does not resolve ownership or establish permitted purposes for data use. Allowing each department to apply independent definitions would create inconsistency in the training and operational data. Deferring governance until after model development risks rework and unauthorized processing.

QUESTION NO: 10

A project team is evaluating whether an AI initiative should proceed beyond discovery. Stakeholders are aligned on objectives, but the team has not confirmed data access, quality, or legal constraints. What is the most appropriate next action?

- A. Begin model development using sample data
- B. Conduct a go/no-go assessment using readiness criteria
- C. Move directly to deployment planning
- D. Purchase additional compute infrastructure

ANSWER: B

Explanation:

Conduct a go/no-go assessment using readiness criteria is the appropriate next action because the initiative has a defined business objective but lacks evidence that essential delivery conditions are in place. In an AI initiative, readiness is not

limited to stakeholder alignment: the team must establish that needed data can be accessed lawfully, is sufficiently complete and reliable for the intended use, and can be governed throughout the solution lifecycle. The assessment should document measurable decision criteria, validate data ownership and availability, identify privacy, intellectual-property, security, and regulatory obligations, and record material risks, assumptions, and dependencies. It should also identify accountable owners for resolving any gaps. This creates an explicit, evidence-based decision point: proceed when critical readiness conditions are satisfied or have approved mitigation plans, defer while key uncertainties are resolved, or stop when feasibility or compliance cannot be established. PMI frames AI project management around making disciplined decisions across the AI lifecycle, while data-governance guidance emphasizes understanding data quality, access, and compliance before using data for AI. See PMI's [AI certification information](#) and the NIST [AI Risk Management Framework](#).

QUESTION NO: 11

A consulting firm is preparing data for an AI-driven customer segmentation model. They need to verify data quality before data preparation.

What should the project manager do first?

- A. Assess data completeness.
- B. Implement data enhancement.
- C. Conduct data cleaning.
- D. Apply data labeling techniques.

ANSWER: A

Explanation:

Assess data completeness. is the appropriate first action because the team must establish whether the available raw data contains the required customer records and attributes before deciding how to prepare it. For a segmentation initiative, completeness includes confirming coverage of the intended customer population, checking whether important fields such as transaction history, demographics, engagement measures, or identifiers are missing, and quantifying the extent and pattern of those gaps. This baseline assessment helps the project manager determine whether the data is sufficiently representative and usable for the stated business objective.

Completeness is a recognized data-quality dimension, along with characteristics such as accuracy, consistency, validity, timeliness, and uniqueness. Evaluating it at the outset provides evidence for planning the appropriate remediation work, including obtaining additional source data, defining missing-data handling rules, or narrowing the analytic scope. It also supports transparent communication with stakeholders about data limitations and their potential effect on model outcomes. PMI's AI guidance emphasizes managing data quality and fitness for purpose throughout AI delivery, while the NIST AI Risk Management Framework highlights the importance of representative, relevant, and well-characterized data for trustworthy AI. See [PMI's PMI-CPMAI certification information](#) and the [NIST AI Risk Management Framework](#).

QUESTION NO: 12

A government project plans to implement an AI-based fraud detection system and the project team needs to define the success criteria. They identified potential improvements in detection accuracy, reduction in investigation time, and cost savings as key performance indicators (KPIs). However, they are unsure how to effectively quantify these KPIs.

Which two approaches should be used? (Choose 2)

- A. Rely on only qualitative feedback from stakeholders
- B. Implement a continuous performance monitoring system
- C. Use random benchmarks without industry comparison
- D. Establish a baseline using historical data comparisons
- E. Set fixed performance targets based on theoretical models

ANSWER: B D

Explanation:

Implement a continuous performance monitoring system and **Establish a baseline using historical data comparisons** provide the measurable, evidence-based foundation needed to quantify the stated KPIs. A historical baseline defines the current state before deployment: for example, the prior fraud-detection rate and false-positive rate, average time required to investigate an alert, investigation volumes, staffing effort, fraud losses, and operating costs. The team can then express success as a measurable change from that documented starting point, such as a reduction in median investigation time or a decrease in losses per transaction volume. Baselines should also be segmented where appropriate, such as by fraud type, channel, and customer population, so comparisons remain meaningful.

Continuous monitoring is essential because fraud patterns, incoming data, model behavior, and operating conditions change after implementation. Ongoing dashboards and review cycles can track model-quality measures alongside business outcomes, compare them with the established baseline and approved thresholds, and support timely adjustment of workflows or model controls. This approach connects technical performance to realized government and business value while maintaining accountable AI governance. It aligns with the measurement and monitoring practices described in the [NIST AI Risk Management Framework](#) and PMI's guidance on [AI and project management](#).

QUESTION NO: 13

A project manager is tasked with overseeing the implementation of an AI model for financial forecasting. They need to ensure the model 's predictions are reliable.

If the model 's error rate exceeds acceptable boundaries, what will occur next?

- A. Operationalization delays due to model retraining
- B. Reduced need for human oversight since additional AI models will be used
- C. Higher than expected computational costs
- D. Increased stakeholder confidence that the project team will correct

ANSWER: A

Explanation:

Operationalization delays due to model retraining is correct because acceptable error boundaries are a model-quality threshold, or acceptance criterion, for releasing and operating the forecasting model. When measured error exceeds that threshold, the model has not demonstrated the required predictive reliability for its intended financial use. The appropriate next step is to hold or pause progression into operational use while the team investigates the issue, such as reviewing data quality, feature relevance, model assumptions, evaluation design, and potential drift. The team then retrains, tunes, or replaces the model and repeats validation against the defined performance criteria before approving deployment. This creates a delay because operationalization depends on successful remediation and revalidation, not simply on completing the original implementation schedule. This approach supports controlled AI risk management: performance must be measured, monitored, and managed in the context of the model's intended use and established risk tolerances. NIST's AI Risk Management Framework describes ongoing measurement and management of AI risks, including monitoring system performance and documenting decisions. Practical MLOps guidance likewise treats validation thresholds as gates that must be satisfied before a model is promoted into production. See the [NIST AI Risk Management Framework](#) and [Google Cloud ML Ops guidance](#).

QUESTION NO: 14

A project team is using a generative AI assistant to draft stakeholder communications. The drafts are often generic and miss project constraints. What is the most likely cause?

- A. The prompts provide insufficient context and constraints
- B. The model is too efficient

- C. The tool requires more compute
- D. The team is over-monitoring outputs

ANSWER: A

Explanation:

The prompts provide insufficient context and constraints is correct because generative AI produces responses from the instructions and information supplied in the prompt. For stakeholder communications, the assistant needs clear project-specific inputs, such as the intended audience, communication objective, project phase, scope boundaries, schedule commitments, dependencies, risks, decision context, desired tone, and any required approvals or governance limits. When those details are absent or vague, the model has little basis for tailoring its draft and will commonly default to broadly applicable, generic language. Including explicit constraints also helps the team obtain communications that accurately reflect what can be promised, what remains uncertain, and what actions or decisions stakeholders need to take. Effective prompting is iterative: the team can provide relevant context, review the initial output against project facts and acceptance criteria, then refine the request until the communication is suitable for its audience and purpose. This aligns with PMI's emphasis on using AI responsibly with human judgment and validation, while treating prompt design as an important way to guide the usefulness and relevance of AI-generated content. See PMI's [artificial intelligence resources](#) and OpenAI's [prompt engineering guide](#).

QUESTION NO: 15

To determine if an AI solution is appropriate for an upcoming project, the project manager needs to evaluate whether the project requires a cognitive approach.

What should the project manager address?

- A. Existing well-defined business objectives
- B. Estimated project cost
- C. Required level of interpretability
- D. Potential non-cognitive alternatives

ANSWER: D

Explanation:

Potential non-cognitive alternatives is correct because the initial decision is not simply whether a solution could use artificial intelligence, but whether a cognitive capability is necessary to achieve the business need. A project manager should examine whether the problem can be solved adequately through deterministic business rules, conventional software, workflow automation, reporting, process redesign, or another non-cognitive approach. This comparison establishes that the proposed use of artificial intelligence is proportionate to the problem and delivers incremental value beyond a simpler solution.

This assessment supports sound business justification before the team accepts the additional uncertainty, data needs, operational monitoring, governance, and lifecycle management associated with an artificial-intelligence-enabled product. It also helps clarify the specific capability required, such as recognizing patterns in unstructured information, generating content, making predictions, or adapting based on data. If a non-cognitive solution can reliably meet the stated need, it may be the more suitable project approach.

This is consistent with PMI's emphasis on aligning artificial-intelligence initiatives to business value and selecting an appropriate solution approach during early assessment. See PMI's [PMI Certified Professional in Managing AI](#) certification overview and its [Thought Leadership resources](#) for related guidance on value-driven, responsible technology decisions.