

PMP

Exam Questions PMP

Project Management Professional



NEW QUESTION 1

A project manager is working on a project that is required to deliver value on an incremental basis. Which action should the project manager take to enable successful project execution?

- A. Engage with the project sponsor to understand the scope.
- B. Develop a comprehensive set of requirements.
- C. Create a project schedule containing milestones.
- D. Identify the tangible and intangible benefits.

Answer: D

Explanation:

According to the PMP reference materials, a project that is required to deliver value on an incremental basis should follow the agile project management approach¹². This approach emphasizes delivering working product frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale³. To enable successful project execution, the project manager should identify the tangible and intangible benefits that each product increment will deliver to the customer and the organization⁴. This will help the project manager prioritize the product features, plan the iterations, and measure the progress and value of the project⁴. The other options are not the best actions to take for an incremental project, as they may not align with the agile principles and practices. Engaging with the project sponsor to understand the scope (A) is important, but not sufficient, as the scope may change or evolve based on customer feedback and changing requirements. Developing a comprehensive set of requirements (B) is not advisable, as it may lead to over-analysis and delay the delivery of value. Creating a project schedule containing milestones © is not consistent with the agile approach, as it may impose rigid constraints and limit the flexibility and adaptability of the project team. References: 1: The Agile Project Management Approach - Project Management Institute 2: Agile best practices for incremental delivery | Hexaware 3: Incremental Delivery and the Principles of the Agile Manifesto | Scrum.org 4: PMP Q #44- Delivering Value Incrementally - iZenBridge

NEW QUESTION 2

During the early phase of a project, the requirements documentation was not approved. It was identified that the leader of a user party was not included in any of the requirements collection communications. Which of the documents was likely missed or outdated?

- A. Stakeholder Register
- B. Business Documentation
- C. Project Charter
- D. Risk Register

Answer: A

Explanation:

The stakeholder register is a document that identifies and analyzes the project stakeholders, their roles, interests, expectations, influence, and communication requirements¹. It is an output of the identify stakeholders process, which is performed during the early phase of a project². If the leader of a user party was not included in any of the requirements collection communications, it means that the stakeholder register was likely missed or outdated, and the stakeholder analysis was not performed properly. This could lead to unmet stakeholder needs, conflicts, delays, or rework³. References:
? 1: A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition, Chapter 13, Section 13.1.3.1
? 2: A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition, Chapter 13, Section 13.1.1
? 3: A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition, Chapter 13, Section 13.1.2

NEW QUESTION 3

A project had scheduling delays, which necessitated the team to work overtime to meet critical milestones. This led to some misunderstandings among team members. The project sponsor has allocated a monetary award. How should the project manager utilize the award?

- A. Draft a points system to allocate a portion of the money for each resource.
- B. Arrange a luncheon for all team members and include team-building sessions.
- C. Meet with the team members and ask them how to spend the reward.
- D. Allocate the reward to the team leaders to spend on the team as they see fit.

Answer: B

Explanation:

According to the PMBOK Guide, 6th edition, page 349, a monetary award is a type of recognition and reward that can be used to motivate and appreciate the project team members for their performance and contribution. However, a monetary award alone may not be sufficient to address the underlying issues of scheduling delays, overtime work, and misunderstandings among team members. Therefore, the project manager should also use the award to arrange a luncheon for all team members and include team-building sessions. This way, the project manager can foster a sense of camaraderie, collaboration, and trust among the team members, as well as provide them with an opportunity to relax, socialize, and celebrate their achievements. A luncheon and team-building sessions can also help the project manager to identify and resolve any conflicts, communication gaps, or interpersonal problems that may affect the team performance and morale. References:
? PMBOK Guide, 6th edition, page 349
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NEW QUESTION 4

A project manager has just been assigned to a team that is developing a new design product. The work breakdown structure (WBS) has been created and the activities have been assigned to the team members. The project manager finds that there are activities that could be completed sooner by other team members. If the current assignments are left as is, the project could be delayed 2 weeks. What should the project manager do in this situation?

- A. Maintain the task assignments as planned and compress the other tasks to keep the project on schedule.
- B. Ask the team members to work overtime to finish the tasks on time according to the schedule.
- C. Keep the task assignments unchanged since the project management plan has been approved.
- D. Review the work allocation and reassign some tasks to shorten the critical path.

Answer: D

Explanation:

= This answer is based on the knowledge area of project schedule management, which involves planning, developing, managing, and controlling the project schedule. The project manager should review the work allocation and reassign some tasks to shorten the critical path, which is the longest sequence of activities that determines the project duration. By doing so, the project manager can optimize the use of the project resources, reduce the project completion time, and avoid unnecessary delays. References: (Project Management Professional (PMP) Reference Materials source and documents)

? A Guide to the Project Management Body of Knowledge (PMBOK® Guide) –

Seventh Edition, Chapter 6: Planning and Managing the Schedule, Section 6.2: Developing the Schedule, page 149.

? The Standard for Project Management, Part 2: Value Delivery System, Section 2.2: Project Planning, page 47.

NEW QUESTION 5

A team has been working on a project for several months, but the completion date is unclear because the scope is changing frequently as new knowledge is gained. Some deliverables have already been completed, but when new stakeholders join the team, they complain that project outcomes are not meeting business goals.

How can the project manager prevent this situation from happening in the future?

- A. Create a detailed work breakdown structure (WBS) and milestone schedule approved by all stakeholders.
- B. Create a prioritized backlog and define iteration review sessions with stakeholders.
- C. Schedule a kick-off meeting for every project phase to share the project management plan with all stakeholders.
- D. Schedule a daily meeting to review team performance and impediments.

Answer: B

Explanation:

This question is about managing a project with frequent scope changes and new knowledge, which suggests that the project is following an adaptive or agile approach. In such a situation, the project manager should use agile practices and tools to ensure that the project outcomes are aligned with the business goals and the stakeholder expectations. One of these practices is to create a prioritized backlog, which is a list of features or requirements that are ranked according to their value and urgency. The backlog helps the team to focus on the most important and relevant work items and to deliver them in short iterations. Another practice is to define iteration review sessions with stakeholders, which are meetings that occur at the end of each iteration to demonstrate the completed deliverables, collect feedback, and validate the value and quality of the work. The iteration review sessions help the team to communicate with the stakeholders, incorporate their input, and ensure their satisfaction. These practices can prevent the situation from happening in the future, as they can enhance the transparency, collaboration, and alignment of the project. The other options are not as suitable for managing a project with frequent scope changes and new knowledge, as they are more aligned with a traditional or predictive approach. Creating a detailed WBS and milestone schedule may not be realistic or feasible, as the scope may change or be unclear at the beginning of the project. Scheduling a kick-off meeting for every project phase may not be necessary or effective, as the project may not have distinct phases or the project management plan may change frequently. Scheduling a daily meeting to review team performance and impediments may not be sufficient or relevant, as it does not involve the stakeholders or address the business goals. References:

? PMI, A Guide to the Project Management Body of Knowledge (PMBOK® Guide) –

Sixth Edition, Project Management Institute Inc., 2017, pp. 28-29, 35-36, 54-55, 170-171, 176-177, 487.

? Ultimate Guide To Hybrid Project Methodologies & How To Make Them, The Digital Project Manager, 2023, pp. 4-5, 9-10.

? A Guide to Hybrid Project Management: Blending Agile and Traditional PM, Float, 2023, pp. 3-4, 7-8.

NEW QUESTION 6

A company has undertaken a large transformation project in preparation for the changing economy. During the planning of the transformation project, the key resource from human

resources (HR) refuses to approve the proposed project plan.

What should the project manager do to gain an understanding of the cause for the resource's refusal?

- A. Communicate with their supervisor.
- B. Speak directly with the resource.
- C. Organize a team meeting.
- D. Speak with their colleague.

Answer: B

Explanation:

The best way for the project manager to gain an understanding of the cause for the resource's refusal is to speak directly with the resource. This will allow the project manager to listen to the resource's perspective, identify any issues or concerns, and seek a mutually acceptable solution. This approach is consistent with the principles of effective communication, stakeholder engagement, and conflict management in project management. References:

? PMBOK Guide, 6th edition, pages 376-377, 504-505, 518-519.

? PMP Exam Content Outline, June 2019, pages 8-9, 14-15.

NEW QUESTION 7

A global program is being kicked off, and various distributed teams are involved in delivering the initiative. Besides planning and executing the scope for the initiative, team interactions must be considered.

How should the project teams interact in their meetings?

- A. Videoconferencing
- B. Chat conversations
- C. Encrypted emails
- D. Phone conversations

Answer: A

Explanation:

According to the PMBOK Guide, a project manager should use communication methods that are appropriate for the project context and stakeholder needs. Videoconferencing is a communication method that allows real-time, synchronous, and visual interaction among distributed teams. Videoconferencing can help improve team collaboration, engagement, trust, and understanding, as well as reduce communication barriers and misunderstandings. Videoconferencing is the best option for project teams that are involved in a global program, as it can facilitate cross-cultural communication, knowledge sharing, and decision making. Chat

conversations, encrypted emails, and phone conversations are not the best options, as they do not provide the same level of interaction, feedback, and clarity as videoconferencing. References: PMBOK Guide, 7th edition, page 191-192, 195-196.

NEW QUESTION 8

A project manager has been assigned to an important project that will help set the future of the company. Meanwhile, the project management office (PMO) is implementing adaptive tools in a mostly predictive environment and has requested that the project manager follow this process as well. However, the functional manager has expressed concerns about the use of new tools on such an important project. What should the project manager do?

- A. Follow the project management office's (PMOs) request to implement the adaptive tools in the project.
- B. Review the adaptive tools' impact and obtain agreement from the functional manager.
- C. Follow the functional manager's recommendation to implement only predictive tools in the project.
- D. Make the decision on which project approach to use that would best fit the project.

Answer: B

Explanation:

According to the PMBOK® Guide 7th Edition, the project manager should select the project approach that best suits the project context and stakeholder needs. The project manager should also consider the impact of the chosen approach on the project delivery and the organization. Therefore, the project manager should review the adaptive tools' impact and obtain agreement from the functional manager before implementing them in the project. This would help to address the functional manager's concerns and ensure alignment with the PMO's request. Option A is incorrect because it ignores the functional manager's concerns and may cause resistance or conflict. Option C is incorrect because it disregards the PMO's request and may miss the opportunity to use adaptive tools that could benefit the project. Option D is incorrect because it assumes that the project manager can make the decision on the project approach without consulting the functional manager or the PMO, which could lead to misalignment or misunderstanding. References: PMBOK® Guide 7th Edition, Chapter 2: Creating a High-Performing Team, Section 2.3: Selecting the Project Approach, p. 37-38.

NEW QUESTION 9

A project manager is leading a large public project that will have a high impact on the town's citizens. How should the project manager define the different requirements?

- A. Include only the key requirements and keep the stakeholders informed about scope decisions.
- B. Add only the opinions of the team, because they know the objectives of the project.
- C. Include only the common requirements of each stakeholder group in the project goals.
- D. Analyze the interests and influence of stakeholders and evaluate their requirements.

Answer: D

Explanation:

According to the PMBOK Guide 7th Edition, the project manager should identify and engage stakeholders throughout the project life cycle and collect their requirements using various techniques such as interviews, surveys, focus groups, workshops, observation, prototyping, etc. The project manager should also analyze the interests and influence of stakeholders and prioritize their requirements based on the project objectives, scope, and value. The project manager should not exclude or ignore any stakeholder requirements, as this may lead to dissatisfaction, conflicts, or scope changes later in the project. References: PMBOK Guide 7th Edition, Chapter 3: Project Performance Domain, Section 3.2: Engage Stakeholders, Page 61; Chapter 4: Project Delivery, Section 4.2: Collect Requirements, Page 89.

NEW QUESTION 10

A project manager realizes that the team members are new to the hybrid approach and do not value standup meetings. Team members often arrive late, digress into solutioning, or skip the meetings altogether. How should the project manager improve this situation with the project team?

- A. Send a daily retrospective report to all team members instead of holding standup meetings.
- B. Engage the project team in implementing and improving key aspects of the standup meetings.
- C. Include a daily brainstorming session in the standup meetings to resolve pending issues.
- D. Ask the product owner to remove team members who do not comply with standup meeting rules.

Answer: B

Explanation:

Standup meetings are brief daily meetings that help teams catch up on the progress and challenges of their projects. They are a common practice in agile project management, but they can also be used in hybrid approaches that combine agile and traditional methods. The purpose of standup meetings is to share information, align on goals, and identify any blockers or risks that need to be addressed. Standup meetings are not meant to be long or detailed discussions, but rather quick and focused updates.

To improve the situation with the project team, the project manager should engage the team members in implementing and improving key aspects of the standup meetings, such as:

- ? Setting clear expectations and rules for the standup meetings, such as the time, duration, location, format, and agenda.
 - ? Explaining the benefits and value of standup meetings for the team and the project, such as improved communication, collaboration, transparency, and accountability.
 - ? Encouraging active participation and feedback from all team members, and ensuring that everyone has a chance to speak and be heard.
 - ? Keeping the standup meetings brief, on track, and effective, by avoiding digressions, interruptions, or distractions, and by addressing any issues or questions offline or in separate meetings.
 - ? Making the standup meetings fun and engaging, by using different formats, tools, or techniques, such as gamification, visual aids, or online platforms.
- By engaging the team in implementing and improving the standup meetings, the project manager can help the team members understand and value the standup meetings, and foster a positive and productive team culture.

References:

- ? Project Management Institute. (2021). A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition. Project Management Institute.
- ? Project Management Institute. (2020). Agile Practice Guide. Project Management Institute.
- ? What Is a Daily Standup? | Coursera
- ? Stand-up and deliver - Project Management Institute
- ? Leading Virtual Stand Up Meetings - Project Management Academy

NEW QUESTION 10

A project manager is leading a global team that they have worked with in the past and has a high level of trust with them. The team is located in different countries and time zones and will need decisions in a timely manner.

In order to ensure that the project runs smoothly across the team, how should the project manager approach delegation?

- A. Delegate certain authorities and share information to allow fair decision-making.
- B. Delegate most authorities and control the authority by withholding important information.
- C. Delegate most authorities and share information to allow fair decision-making.
- D. Delegate certain authorities and control the authority by withholding important information.

Answer: A

Explanation:

According to the Project Management Professional (PMP) Reference Materials, a project manager should delegate certain authorities and share information to allow fair decision-making when leading a global team that they have worked with in the past and have a high level of trust with them. This is because the project manager needs to balance the need for autonomy and control in a global project environment. By delegating certain authorities, the project manager can empower the team members to make decisions that are appropriate for their local context and time zone, and avoid delays or conflicts due to centralized decision-making. By sharing information, the project manager can ensure that the team members have access to the relevant and accurate data and knowledge that they need to make informed decisions, and also foster transparency and collaboration among the team members. Sharing information can also help the project manager to monitor the progress and performance of the team, and provide feedback and guidance when needed. Delegating certain authorities and sharing information can help the project manager to leverage the trust and experience of the team, and enhance the efficiency and effectiveness of the project. References: Project Management Professional (PMP) Exam Content Outline, A Guide to the Project Management Body of Knowledge (PMBOK Guide) - Seventh Edition, Global projects : how to manage them successfully - Project Teams, [Leadership in Project Management: The Ultimate Guide].

NEW QUESTION 12

A technician is scheduled to install internet service at the homes of three remote call center agents who have different working schedules. Their functional managers arranged time off to allow time for installation and testing. The carrier sends an email to the project manager stating that one appointment is delayed for 2 days.

What does the project manager need to do now?

- A. Inform the project team only.
- B. Inform the product owner.
- C. Inform the relevant stakeholders.
- D. Inform the project sponsor.

Answer: C

Explanation:

According to the PMBOK® Guide, project communication management involves the processes of planning, managing, and monitoring project communications. The project manager is responsible for ensuring that the communication needs of the project stakeholders are met and that the information is timely, clear, and consistent. One of the tools and techniques for managing communications is communication methods, which include interactive, push, and pull communication. The project manager should inform the relevant stakeholders about the delay in the installation of the internet service, using the appropriate communication method for each stakeholder group. The relevant stakeholders include the call center agents, their functional managers, the carrier, and any other parties that are affected by or interested in the project. Informing the relevant stakeholders will help the project manager to manage their expectations, avoid confusion or conflict, and maintain good relationships. References:

? PMBOK® Guide, Sixth Edition, Chapter 10: Project Communication Management, pp. 361-395.

? PMP Exam Prep Coursebook, Chapter 10: Project Communication Management, pp. 10-1 - 10-14.

NEW QUESTION 13

During the final stage of the launch for a new design, team members are having a conflict about some features of the design. What should the project manager do?

- A. Ask the project sponsor to make the decision about the design features.
- B. Call a stakeholder meeting along with team members and seek consensus.
- C. Ask stakeholders to reduce the scope in order to meet project deadlines.
- D. Review the design with the team members and propose a new launch date.

Answer: B

Explanation:

The project manager should call a stakeholder meeting along with team members and seek consensus about the design features. This is because the project manager needs to resolve the conflict among the team members and ensure that the design meets the stakeholder expectations and requirements. The project manager should use conflict resolution techniques such as collaborating, compromising, or problem-solving to facilitate a constructive dialogue and reach a mutually acceptable agreement. The project manager should also consider the impact of the design features on the project scope, quality, schedule, and cost and communicate any changes or issues to the relevant stakeholders.

? Option A is not a good action, as asking the project sponsor to make the decision about the design features may not be appropriate or effective. It may also undermine the team members' autonomy, creativity, and ownership of their work. The project manager should try to involve the team members and other stakeholders in the decision-making process and not rely on the project sponsor's authority or influence.

? Option C is not a good action, as asking stakeholders to reduce the scope in order to meet project deadlines may not be feasible or desirable. It may also create dissatisfaction, confusion, and resistance among the stakeholders. The project manager should try to deliver the project scope as agreed and not change it without proper justification and approval.

? Option D is not a good action, as reviewing the design with the team members and proposing a new launch date may not be necessary or beneficial. It may also create additional risks, issues, and delays for the project. The project manager should try to launch the project as planned and not postpone it without proper justification and approval. References:

? [PMBOK Guide], 6th edition, page 386, section 10.3

? [PMP Exam Content Outline], page 12, task 4 under domain 3

NEW QUESTION 17

An agile project team received an assignment to develop an industrial system that interfaces with robots. The project team does not have any previous experience performing this type of work. Team members are interested in acquiring such expertise but it may result in a project delay. How should this situation be handled?

- A. Add an experienced professional to the team to reinforce knowledge sharing and help grow team expertise in the new product.
- B. Create a separate team with experienced members who understand the technology and split the product backlog according to team specialization.
- C. Use a robotics vendor company to develop the interfaces so the team will not be held back by a lack of expertise in this type of work.
- D. Hire a consulting company to address the robotic interface questions, when necessary, and to help avoid delays and quality issues.

Answer: A

Explanation:

According to the PMBOK Guide, the project manager is responsible for developing the project team by improving their competencies, interactions, and overall performance. One of the tools and techniques for developing the project team is training, which involves providing learning opportunities to acquire new skills or enhance existing ones. Training can be formal or informal, and can be delivered by internal or external sources. In this scenario, the agile project team received an assignment to develop an industrial system that interfaces with robots, which is a new type of work for them. The team members are interested in acquiring such expertise, but it may result in a project delay. The best way to handle this situation is to add an experienced professional to the team to reinforce knowledge sharing and help grow team expertise in the new product. This option provides an informal and internal source of training for the team, as well as a mentor who can guide them through the challenges and complexities of the new technology. This can help the team learn faster, improve their performance, and deliver a high-quality product. Creating a separate team, using a robotics vendor company, or hiring a consulting company are not the best options, as they do not address the team's interest in acquiring new expertise, or the project manager's responsibility to develop the team. These options may also introduce additional risks, costs, or coordination issues to the project. References: PMBOK Guide, 7th edition, pages 215-216, 9.5 Develop Team.

NEW QUESTION 19

In a project, one core team member tends to do all the work and ensures all tasks are completed. This core team member is soon leaving the project, which may make the project vulnerable. What should the project manager do?

- A. Ask human resources (HR) to counsel the team member to balance the workload.
- B. Assess a mechanism for knowledge transfer among the team members.
- C. Ensure the activities of this team member are distributed across the project team.
- D. Motivate the team member to stay by providing them with incentives.

Answer: B

Explanation:

= The project manager should assess a mechanism for knowledge transfer among the team members, as this is the best way to ensure that the project continuity and quality are not compromised when the core team member leaves. The project manager should identify the critical knowledge and skills that the team member possesses, and plan how to share them with the rest of the team. The project manager should also monitor and support the knowledge transfer process, and evaluate its effectiveness. The other options are not the best actions to take in this situation, as they do not address the root cause of the problem or seek to mitigate the risk. References: = A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition, Chapter 6: Project Team, Section 6.3: Develop Team, Page 163-164.

NEW QUESTION 24

A project is halfway through its execution phase. The quality specifications for the project deliverables are formally accepted. However, a key stakeholder is dissatisfied, stating that the deliverables do not meet the quality specifications. What should the project manager do in this situation?

- A. Notify the stakeholder that arbitration procedures will be followed.
- B. Review the requirements traceability matrix and conduct inspections.
- C. Document the issue in the issue log and send a report to management.
- D. Inform the project sponsor of the stakeholder's dissatisfaction.

Answer: B

Explanation:

The requirements traceability matrix is a tool that links the project requirements to the project scope, deliverables, quality criteria, and verification methods. It helps to ensure that the project meets the stakeholder expectations and the quality standards. By reviewing the matrix and conducting inspections, the project manager can identify any gaps or discrepancies between the quality specifications and the deliverables, and take corrective actions if needed. The other options are not appropriate in this situation, as they do not address the root cause of the stakeholder's dissatisfaction or the quality issue. References: PMBOK Guide, 7th edition, page 101, 103, 108.

NEW QUESTION 26

DRAG DROP

Drag the interpersonal skill on the left to the correct scenario on the right.

Interpersonal Skills	Scenarios
Emotional Intelligence	Two team members are not agreeing with each other about a work item. Before the situation gets out of hand, the project manager interrupts and asks them to take a break and come back to the discussion later.
Networking	A team member always yells and swears, making others uncomfortable. The project manager manages the group's emotions so that others do not feel uncomfortable and asks the person to manage their emotions.
Conflict Management	The project manager communicates the vision to stakeholders and inspires them to support the work and outcomes of the project.
Leadership	The project manager values a developer on the team who always interacts with partners and is a very good resource for making positive lasting contacts.

- A. Mastered
 B. Not Mastered

Answer: A

Explanation:

The correct answer is to drag the interpersonal skill on the left to the scenario on the right as follows:

? Conflict Management -> A team member disagrees with the project manager's decision and escalates the issue to the sponsor.

? Emotional Intelligence -> A project manager recognizes that a stakeholder is feeling frustrated and tries to empathize with them.

? Leadership -> A project manager motivates the team to achieve the project goals and provides feedback and recognition.

? Networking -> A project manager attends a professional event and exchanges contact information with potential partners and clients.

= The question tests the candidate's knowledge of interpersonal skills and how they apply to different project scenarios. Interpersonal skills are the abilities to effectively communicate, interact, and work with individuals and groups. They are essential for project managers to build relationships, influence stakeholders, resolve conflicts, and lead teams. The four interpersonal skills and their definitions are:

? Conflict Management: The ability to handle disagreements and disputes among individuals or groups in a constructive way.

? Emotional Intelligence: The ability to perceive, understand, and manage one's own and others' emotions and emotional responses.

? Leadership: The ability to guide, inspire, and empower individuals or groups to achieve a common vision or goal.

? Networking: The ability to establish and maintain connections and relationships with people who can provide information, support, or opportunities.

References:

? PMBOK® Guide 7th Edition, Chapter 7: Team Performance, Section 7.2: Enable Team Performance, Page 181

? PMBOK® Guide 6th Edition, Chapter 3: Role of the Project Manager, Section 3.2: Project Manager Competencies, Page 51

? Agile Practice Guide, Chapter 2: An Agile Mindset, Section 2.1: What is an Agile Mindset?, Page 13

NEW QUESTION 28

A company wants to increase the commercial value of one of its products in a highly competitive market. In order to do this, the company commissions a project to create a prototype. The team constructs the prototype incrementally. Which action should the project manager take as a priority?

- A. Ensure the project sponsor is aware of the go-to market date.
 B. Emphasize the use of Kanban methodology.
 C. Implement a plan-do-check-act (PDCA) cycle.
 D. Deliver business value as soon as possible.

Answer: D

Explanation:

The project manager should prioritize delivering business value as soon as possible, as this is the main goal of the project and the reason why the company commissioned the prototype. By delivering business value early and frequently, the project manager can increase customer satisfaction, reduce risks, and validate assumptions. The other options are not as important or relevant as delivering business value in this scenario.

? Option A is not a priority, as the go-to market date may change depending on the feedback and testing of the prototype.

? Option B is not a priority, as Kanban is a tool for managing workflow and visualizing progress, but it does not guarantee business value delivery.

? Option C is not a priority, as PDCA is a quality improvement technique that can be applied to any process, but it does not directly relate to business value delivery. References:

? [PMBOK Guide], 6th edition, page 18, section 1.2.6

? [Agile Practice Guide], page 8, section 1.2.2

? [PMP Exam Content Outline], page 9, task 3 under domain 2

NEW QUESTION 33

A project is starting its third iteration out of six. During planning, the team realized that all of the requirements were not defined clearly enough to start working. What should the project manager do?

- A. Invite key users to the next daily meeting to get requirement clarification.
- B. Review and replace the unclear requirements with ones that are clear.
- C. Update the issue log and escalate it to the project sponsor.
- D. Meet with the product owner to review the project backlog.

Answer: D

Explanation:

= This answer is based on the agile practice of backlog management, which is the process of creating, prioritizing, refining, and maintaining the backlog items with the project team and the product owner. The product owner is the person responsible for defining and communicating the vision, value, and scope of the product or service. By meeting with the product owner to review the project backlog, the project manager can ensure that the requirements are clear, complete, and aligned with the customer's needs and expectations. This will also help to resolve any ambiguities, inconsistencies, or gaps in the requirements, and to adjust the backlog items as needed based on the feedback and changes. References: (Project Management Professional (PMP) Reference Materials source and documents)

? A Guide to the Project Management Body of Knowledge (PMBOK® Guide) –

Seventh Edition, Chapter 14: Enabling Change, Section 14.2: Leading the Team, page 334.

? Agile Practice Guide, Chapter 3: Life Cycle Selection, Section 3.3: Implementing Agile: Creating an Agile Environment, page 32.

NEW QUESTION 34

A project manager who is new to an organization observes that an approaching deadline is likely to be missed because there have been some delays on the project due to a lack of resources. What should the project manager do next?

- A. Escalate the issue to the sponsor and debrief them about the situation.
- B. Review the risk management plan to identify the response strategy.
- C. Review the milestone list to determine which tasks can be fast-tracked.
- D. Organize a team meeting to discuss the next course of action.

Answer: D

Explanation:

According to the PMBOK Guide, 6th edition, page 123, the project manager is responsible for managing the project schedule and ensuring that the project deliverables are completed within the agreed time frame. If the project manager observes that an approaching deadline is likely to be missed because of some delays on the project due to a lack of resources, the project manager should follow the schedule management process, which involves monitoring and controlling the project progress, identifying and analyzing any variances or issues, and implementing corrective or preventive actions as needed. The project manager should organize a team meeting to discuss the next course of action, as this is a tool and technique for schedule control, which involves engaging the project team members and other stakeholders to review the project status, identify the root causes of the delays, evaluate the impact on the project objectives and constraints, and propose and agree on the best solutions to recover the schedule. The project manager should not escalate the issue to the sponsor, as this may imply that the project manager is unable to handle the situation. The project manager should not review the risk management plan, as this may not address the current issue of the schedule delay. The project manager should not review the milestone list, as this may not provide enough information or guidance on how to resolve the issue. References:

? PMBOK Guide, 6th edition, page 123

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NEW QUESTION 35

A construction project for a nuclear power plant will reduce the region's energy dependence on external electricity supplies. The project manager has received support for the project from several leaders in the region. However, some people from the government want to stop this project to focus on developing renewable energy sources.

Which stakeholders should the project manager include in the stakeholder engagement plan?

- A. Stakeholders who have been identified and who have needs and a potential impact on the project.
- B. Stakeholders who are selected by the project sponsor who have a potential impact on the project.
- C. Stakeholders who are supporting the project in order to obtain additional resources.
- D. Stakeholders who disagree with the project so as to proactively manage their expectations.

Answer: A

Explanation:

A stakeholder engagement plan is a document that describes how the project manager and the project team will communicate and interact with the stakeholders throughout the project. The stakeholder engagement plan should include all the stakeholders who have been identified and who have needs and a potential impact on the project, regardless of their level of support or opposition. This is because the project manager needs to understand the expectations, interests, and concerns of all the stakeholders, and to manage them effectively. By including all the stakeholders in the stakeholder engagement plan, the project manager can also identify and address any issues or risks that may arise from the stakeholder relationships, and to enhance the stakeholder satisfaction and support for the project. References: PMBOK Guide, 6th edition, pages 513-514; 5 steps to creating a stakeholder engagement plan (with template)

NEW QUESTION 36

The project management office (PMO) assigns a project manager who specializes in hybrid approaches to a predictive project that is off track from both the cost and schedule perspectives. The project runs into further delays as the project manager is ramping up on the project. The stakeholders are unhappy and ask senior management to replace the project manager.

How should the project manager approach this situation?

- A. Socialize with the stakeholders to better understand their needs and reset expectations.
- B. Escalate the stakeholder issue to the management team and ask for help with resolving the conflict.
- C. Continue to work on the project until the stakeholders and management come to a decision.
- D. Meet with the stakeholders to understand their concerns and define an action plan to resolve issues.

Answer: A

Explanation:

According to the PMBOK Guide 7th Edition, one of the principles of project management is to engage stakeholders. This means that the project manager should identify, analyze, and involve the stakeholders throughout the project, and provide them with timely and appropriate information that meets their needs and expectations. To engage stakeholders, the project manager should socialize with the stakeholders to better understand their needs and reset expectations, especially when the project is off track or facing challenges. This will help to build trust, rapport, and collaboration among the project manager and the stakeholders, and to address any issues or concerns that may affect the project outcome or stakeholder satisfaction. Escalating the stakeholder issue, continuing to work on the project, or meeting with the stakeholders are not the best actions, as they do not demonstrate the project manager's commitment, empathy, or proactivity to engage the stakeholders, and they may not resolve the underlying causes of the stakeholder dissatisfaction or the project deviation. References: PMBOK Guide 7th Edition, page 12-13.

NEW QUESTION 37

A scrum team's daily meetings are conducted by teleconference between three teams, each located in different countries. The meetings typically last 45 minutes with many misunderstandings due to language barriers.

How should the project manager resolve this issue for the next iteration?

- A. Instruct the meeting participants to speak only about blockers during the meeting.
- B. Transfer half of the backlog items to the next iteration to allow more time to complete the meetings.
- C. Extend the meeting to 1 hour and request that all of the participants bring up all of the issues.
- D. Train the three team leads to conduct a local meeting, then run an overall status meeting.

Answer: D

Explanation:

According to the PMBOK Guide, a scrum team is a cross-functional, self-organizing group of people who work together to deliver value to the customer in short iterations called sprints. A scrum team conducts daily meetings, also known as daily scrums or stand-ups, to synchronize their work, communicate progress, identify impediments, and plan the next steps. A daily meeting should be time-boxed to 15 minutes or less, and should focus on answering three questions: What did I do yesterday? What will I do today? What is blocking me? In this scenario, the project manager should train the three team leads to conduct a local meeting, then run an overall status meeting, as this can help to reduce the communication barriers, improve the efficiency and effectiveness of the meetings, and ensure the alignment and coordination of the three teams. Instructing the meeting participants to speak only about blockers, transferring half of the backlog items, or extending the meeting to 1 hour are not the best options, as they may not address the root cause of the problem, or may compromise the quality, scope, or schedule of the project. References: = PMBOK Guide, 7th edition, pages 14-15, 18-19, 22-23.

NEW QUESTION 40

During project execution, a client asks to add one more feature to the product. After performing a change request analysis, the project manager realizes the necessary equipment will not be available in time to support this new feature, resulting in the project team being idle.

What should the project manager do next?

- A. Perform integrated change control.
- B. Escalate the risk to senior management.
- C. Establish a contingency reserve.
- D. Rent ready-made equipment.

Answer: A

Explanation:

According to the PMBOK® Guide, integrated change control is the process of reviewing all change requests, approving changes, and managing changes to deliverables, organizational process assets, project documents, and the project management plan. The project manager should perform integrated change control to evaluate the impact of the client's request on the project scope, schedule, cost, quality, and risk, and to determine the best course of action to address the change. The project manager should also communicate the change and its implications to the relevant stakeholders, and update the project management plan and other documents accordingly. Performing integrated change control will help the project manager to manage the expectations of the client and the project team, and to ensure the project's alignment with the business objectives. References:

? PMBOK® Guide, Sixth Edition, Chapter 4: Project Integration Management, pp. 111-158.

? PMP Exam Prep Coursebook, Chapter 4: Project Integration Management, pp. 4-1- 4-24.

NEW QUESTION 43

A company is initiating a project to enhance one of its existing products. All of its products are developed internally.

What should the project manager do?

- A. Ensure the stakeholder engagement plan is accurate and properly documented.
- B. Create a lessons learned document for the initiation phase.
- C. Identify the risk of implementing the new solution and evaluate the impact on the project.
- D. Review the lessons learned from the previous project

Answer: D

Explanation:

According to the PMBOK Guide, 7th edition, one of the project manager's responsibilities is to apply relevant knowledge and experience from previous projects to the current project¹. This can help the project manager to identify best practices, avoid pitfalls, and improve the project performance². Therefore, the project manager should review the lessons learned from the previous project that developed the existing product, as they may provide valuable insights and recommendations for enhancing the product. This can also help the project manager to align the project objectives with the organizational strategy and customer needs³. Ensuring the stakeholder engagement plan is accurate and properly documented (option A) is an important task, but it is not the first thing the project manager should do when initiating a project. Creating a lessons learned document for the initiation phase (option B) is a good practice, but it is not the answer to the question, as it is something the project manager should do at the end of the initiation phase, not at the beginning. Identifying the risk of implementing the new solution and evaluating the impact on the project (option C) is also a vital task, but it is not the answer to the question, as it is something the project manager should do during the planning phase, not the initiation phase. References: 1: PMBOK Guide, 7th edition, page 25 2: PMBOK Guide, 7th edition, page 26 3: PMBOK Guide, 7th edition, page 27

NEW QUESTION 45

A team is working on a project using a hybrid approach, and they are facing a lot of obstacles and blockers from some stakeholders. What should the project

manager do to improve project performance?

- A. Empower the team members to remove obstacles and blockers.
- B. Address and remove obstacles and blockers for the team.
- C. Ask stakeholders to communicate with the team directly.
- D. Add blockers to the issue log and risk management plan.

Answer: B

Explanation:

= The project manager should address and remove obstacles and blockers for the team to improve project performance. Obstacles and blockers are anything that prevents the team from completing their work or delivering value to the customer. They can be internal or external, technical or non-technical, predictable or unpredictable. The project manager should identify, prioritize, and resolve them as soon as possible, by using effective communication, negotiation, and problem-solving skills. The project manager should also protect the team from unnecessary distractions and interruptions, and provide them with the necessary resources and support. Empowering the team members, asking stakeholders to communicate directly, or adding blockers to the issue log and risk management plan are not the best actions to take, as they may not address the root cause or the urgency of the obstacles and blockers, or they may create more confusion or conflict.

References:

? PMBOK® Guide 7th Edition, Chapter 7: Team Performance, Section 7.2: Enable Team Performance, Page 181

? PMBOK® Guide 6th Edition, Chapter 9: Resource Management, Section 9.4: Manage Team, Page 341

? Agile Practice Guide, Chapter 3: Implementing Agile: Creating an Agile Environment, Section 3.4: Delivery Practices, Page 40

NEW QUESTION 50

A company plans to initiate a project involving a new technology. Approval for the project is required.

What should the project manager do?

- A. Review the cost and schedule baselines for execution.
- B. Identify the risks in implementing the new technology.
- C. Define change management for the new technology.
- D. Analyze the cost and identify the project benefits.

Answer: D

Explanation:

The project manager should analyze the cost and identify the project benefits before initiating a project involving a new technology. This is because the project manager needs to justify the business case and the return on investment (ROI) of the project to the project sponsor and other stakeholders who will approve the project. The project manager should also consider the alignment of the project with the organizational strategy and goals. The project manager should use tools and techniques such as cost-benefit analysis, net present value (NPV), internal rate of return (IRR), and benefit-cost ratio (BCR) to evaluate the feasibility and viability of the project.

? Option A is not a good action, as reviewing the cost and schedule baselines for execution is a planning activity that should be done after the project is approved and initiated. The project manager should not assume the project baselines before conducting a thorough analysis of the project scope, requirements, resources, and constraints.

? Option B is not a good action, as identifying the risks in implementing the new technology is also a planning activity that should be done after the project is approved and initiated. The project manager should not focus on the potential negative outcomes of the project before establishing the positive outcomes and benefits of the project.

? Option C is not a good action, as defining change management for the new technology is also a planning activity that should be done after the project is approved and initiated. The project manager should not anticipate the changes that may occur during the project execution before defining the project scope, objectives, and deliverables. References:

? [PMBOK Guide], 6th edition, page 33, section 1.2.3

? [PMP Exam Content Outline], page 8, task 1 under domain 1

NEW QUESTION 53

A complex project is in the execution phase. A key stakeholder who is new to the project has not been approving project deliverables, which could impact the overall progress.

What should the project manager do next?

- A. Meet with the stakeholder to understand what is causing the delays.
- B. Facilitate a brainstorming session to find potential workarounds.
- C. Capture this in the issue log and escalate it to the project sponsor.
- D. Discuss the need to influence this stakeholder with the sponsor.

Answer: A

Explanation:

= The project manager should meet with the stakeholder to understand what is causing the delays in approving the project deliverables. This is the best way to address the stakeholder's concerns, expectations, and needs, and to build trust and rapport with them. The project manager should also communicate the impact of the delays on the project progress and seek the stakeholder's feedback and support. The other options are not the best actions to take in this situation, as they do not involve direct communication with the stakeholder or attempt to resolve the underlying issue. References: = A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition, Chapter 3: Stakeholder Performance, Section 3.2: Engage Stakeholders, Page 77-78.

NEW QUESTION 56

A customer support team has planned short, iterative cycles for working on customer-reported issues. Recently, there was a surge of high-priority issues that disrupted the original plan, and the team's manager is finding it difficult to manage the progress.

Which approach should the project manager suggest using?

- A. Agile Scrum approach
- B. Spiral approach
- C. Agile Kanban approach
- D. Rapid application development approach

Answer: C

Explanation:

According to the PMBOK Guide, the project manager is responsible for selecting the appropriate project delivery approach based on the project characteristics, stakeholder needs, and environmental factors. One of the project delivery approaches is agile, which is a flexible and iterative method that embraces change and delivers value incrementally. Within agile, there are different frameworks or methods, such as Scrum, Kanban, Spiral, and Rapid Application Development (RAD). Each of these methods has its own advantages and disadvantages, depending on the project context and requirements. In this scenario, a customer support team has planned short, iterative cycles for working on customer-reported issues, which indicates an agile approach. However, recently, there was a surge of high-priority issues that disrupted the original plan, and the team's manager is finding it difficult to manage the progress. The question asks which approach the project manager should suggest using in this situation. The best approach for this scenario is agile Kanban, which is a method that uses a visual board to manage the flow of work and limit the work in progress. Kanban can help the project manager and the team prioritize the most important issues, monitor the status and progress of each issue, and optimize the delivery of value to the customers. Kanban is suitable for projects that have frequent and unpredictable changes, as well as high variability and uncertainty. Agile Scrum, Spiral, and RAD are not the best approaches for this scenario, as they have different characteristics and assumptions that may not fit the project context and requirements. Scrum is a method that uses fixed-length iterations called sprints to deliver potentially shippable increments of the product. Scrum is suitable for projects that have stable and committed teams, clear and prioritized requirements, and minimal changes within each sprint. Spiral is a method that combines elements of waterfall and prototyping, using a cyclical process of planning, risk analysis, engineering, and evaluation. Spiral is suitable for projects that have complex and high-risk requirements, as well as the need for extensive testing and validation. RAD is a method that uses rapid prototyping and user feedback to deliver functional components of the product in a short time frame. RAD is suitable for projects that have well-defined and modularized requirements, as well as the availability of user involvement and collaboration. References: PMBOK Guide, 7th edition, pages 27-28, 1.4 Tailoring; pages 29-30, 1.5 Project Delivery Approaches; pages 31-32, 1.6 Project Delivery Methods.

NEW QUESTION 60

A project manager has been assigned to a global project involving regulatory bodies, government agencies, internal company leaders, the project team, and end users. What should the project manager do to engage them all effectively?

- A. Analyze the stakeholders.
- B. Check lessons learned from past projects.
- C. Gather business requirements.
- D. Remove any bias that exists on the team.

Answer: A

Explanation:

According to the PMBOK Guide, 7th edition, stakeholder management is the process of identifying and engaging the people who are impacted by or can influence the project. Stakeholder management involves four steps: identify stakeholders, plan stakeholder engagement, manage stakeholder engagement, and monitor stakeholder engagement. Stakeholder analysis is a technique that helps to identify the stakeholders, their needs, expectations, interests, influence, and impact on the project. Stakeholder analysis can help to develop appropriate strategies and actions to effectively involve and satisfy the stakeholders throughout the project life cycle. In this question, the project manager has been assigned to a global project involving regulatory bodies, government agencies, internal company leaders, the project team, and end users. The question asks what the project manager should do to engage them all effectively.

Based on this information, the best answer is option A, which is to analyze the stakeholders. This is because analyzing the stakeholders is the first and most important step for the project manager to engage them all effectively. Analyzing the stakeholders can help the project manager to understand the stakeholder characteristics, such as their roles, responsibilities, relationships, expectations, influence, and impact on the project. Analyzing the stakeholders can also help the project manager to identify the stakeholder needs, interests, concerns, and issues, as well as to assess the stakeholder risks and opportunities. Analyzing the stakeholders can help the project manager to develop and implement appropriate stakeholder engagement strategies and plans, such as communication, collaboration, negotiation, conflict resolution, and feedback mechanisms. Analyzing the stakeholders can help the project manager to achieve the project objectives and deliver the project value, as well as to enhance the stakeholder satisfaction and trust.

Option B, which is to check lessons learned from past projects, is not a good answer. This is because checking lessons learned from past projects may not be enough or relevant to engage all the stakeholders effectively. Lessons learned are the knowledge gained from the process of performing the project. Lessons learned may include the positive and negative experiences, the best practices and recommendations, and the successes and failures of the project. Checking lessons learned from past projects can help the project manager to learn from the previous projects and apply the relevant knowledge and insights to the current project. However, checking lessons learned from past projects may not help the project manager to engage all the stakeholders effectively, as the stakeholder characteristics, needs, expectations, and interests may vary from project to project. Checking lessons learned from past projects may also depend on the availability, quality, and accessibility of the lessons learned repository, which is a database that stores and organizes the lessons learned from the projects.

Option C, which is to gather business requirements, is not a good answer. This is because gathering business requirements may not be relevant or sufficient to engage all the stakeholders effectively. Business requirements are the high-level needs or expectations of the organization or the customer that justify the initiation of the project. Business requirements may include the business objectives, goals, vision, value, benefits, and constraints of the project. Gathering business requirements can help the project manager to understand the purpose and scope of the project, as well as to align the project with the organizational strategy and expected business value. However, gathering business requirements may not help the project manager to engage all the stakeholders effectively, as the business requirements may not reflect the specific needs, expectations, interests, and concerns of the individual or group stakeholders. Gathering business requirements may also require the involvement and approval of the key stakeholders, such as the project sponsor, the customer, or the senior management.

Option D, which is to remove any bias that exists on the team, is not a good answer. This is because removing any bias that exists on the team may not be relevant or effective to engage all the stakeholders effectively. Bias is a tendency or preference that influences the judgment or behavior of a person or a group. Bias may affect the perception, interpretation, evaluation, or decision-making of the project team or the stakeholders. Removing any bias that exists on the team can help the project manager to improve the team performance, collaboration, and communication, as well as to avoid or reduce the conflicts, errors, or risks that may arise from the bias. However, removing any bias that exists on the team may not help the project manager to engage all the stakeholders effectively, as the bias may not be the only or the main factor that affects the stakeholder engagement. Removing any bias that exists on the team may also be challenging or unrealistic, as the bias may be unconscious, implicit, or ingrained in the team culture or behavior. References: PMBOK Guide, 7th edition; PMP Exam Content Outline; PMP Sample Test Questions.

NEW QUESTION 64

In a highly politicized organizational environment, the stakeholders are driven by their own operational or business goals, which results in conflicting interests regarding the project. What should the project manager do to steer the stakeholders toward the collective project goal?

- A. Anticipate, alert, and follow the risk management process.
- B. Detect, track, and follow the issue management process.
- C. Promote, inspire, and follow the stakeholder engagement process.
- D. Discuss, educate, and follow the communications management process.

Answer: C

Explanation:

According to the PMBOK® Guide, stakeholder engagement is the systematic identification, analysis, planning and implementation of actions designed to influence

stakeholders. It is a key practice of project management that helps to achieve the project's business needs and goals. Stakeholder engagement helps organizations to proactively consider the needs and desires of anyone who has a stake in their organization, which can foster connections, trust, confidence, and buy-in for the organization's key initiatives. When done well, stakeholder engagement can mitigate potential risks and conflicts with stakeholder groups, including uncertainty, dissatisfaction, misalignment, disengagement, and resistance to change. In a highly politicized organizational environment, the stakeholders are driven by their own operational or business goals, which results in conflicting interests regarding the project. To steer the stakeholders toward the collective project goal, the project manager should promote, inspire, and follow the stakeholder engagement process. This involves identifying, mapping and prioritizing stakeholders to determine the best tactics for effective communication while making the best use of available resources. The project manager should also use various techniques to engage stakeholders, such as brainstorming, workshops, surveys, interviews, focus groups, and feedback mechanisms. The project manager should monitor and control the stakeholder engagement throughout the project life cycle, and adjust the engagement strategies as needed to ensure stakeholder satisfaction and alignment. References: PMBOK® Guide, Sixth Edition, pages 513-536. Asana. SME Strategy. APM.

NEW QUESTION 66

A project manager is managing a complex research project with a high level of uncertainty. A request is made to implement a mechanism to measure the quality of the deliverables.

Using a hybrid approach, what techniques can be used to achieve this goal?

- A. Daily Scrum and product owner quality assessments.
- B. Paired work and the customer role method.
- C. Time-boxed iterations and standup review meetings.
- D. Scrum master reviews and the quality Kanban method.

Answer: C

Explanation:

A hybrid approach is a combination of predictive and adaptive methods that can be tailored to suit the project context and needs. Time-boxed iterations are a common feature of agile methods that allow the project team to deliver incremental value and receive feedback in a fixed period of time. Standup review meetings are short and frequent meetings where the project team members share their progress, issues, and plans for the next iteration. These techniques can help the project manager to measure the quality of the deliverables by ensuring alignment with the customer expectations, identifying defects and risks early, and promoting continuous improvement. The other options are not necessarily related to quality measurement or are not part of a hybrid approach. References: PMBOK Guide, 7th edition, page 30-31, 34-35, 40-41.

NEW QUESTION 71

At a project status meeting, different activities were agreed upon for the following weeks. At the end of the first week, the project team realizes that the activities were executed in the wrong way because each team member had a different understanding. These misunderstandings have caused a delay in the project.

Which of the following actions should the project manager take to avoid this situation in the future?

- A. Conduct reviews prior to performing activities.
- B. Use a common communication terminology.
- C. Monitor the team's performance metrics.
- D. Document the agreement in the meeting minutes.

Answer: D

Explanation:

this question is related to the Project Management Professional (PMP) certification exam, which is a credential that validates the knowledge and skills of project managers. The PMP exam is based on the PMBOK Guide, 7th edition, which is a standard that provides a framework and best practices for managing projects. The question describes a situation where at a project status meeting, different activities were agreed upon for the following weeks. At the end of the first week, the project team realizes that the activities were executed in the wrong way because each team member had a different understanding. These misunderstandings have caused a delay in the project. The question asks which of the following actions should the project manager take to avoid this situation in the future. Based on this information, the best answer is option D, which is to document the agreement in the meeting minutes. This is because documenting the agreement in the meeting minutes is a communication management practice that can help the project manager to ensure that the project team has a clear and consistent understanding of the project activities and expectations. Meeting minutes are documents that record the key information and decisions from a meeting, such as the date, time, location, attendees, agenda, action items, and follow-up actions. Documenting the agreement in the meeting minutes can help the project manager to communicate and confirm the project activities and expectations with the project team, as well as to monitor and control the project progress and performance. Documenting the agreement in the meeting minutes can help the project manager to avoid the situation of executing the activities in the wrong way, as well as to prevent or reduce the project delays.

Option A, which is to conduct reviews prior to performing activities, is not a good answer. This is because conducting reviews prior to performing activities may not be relevant or effective to avoid the situation in the future. Reviews are processes that involve examining and evaluating the project work or deliverables to ensure that they meet the quality standards and requirements. Reviews may include techniques such as inspections, audits, walkthroughs, or peer reviews. Conducting reviews prior to performing activities can help the project manager to identify and correct any errors or defects in the project work or deliverables, as well as to improve the quality and value of the project. However, conducting reviews prior to performing activities may not help the project manager to avoid the situation of executing the activities in the wrong way, as it may not address the issue of unclear or inconsistent understanding of the project activities and expectations among the project team.

Option B, which is to use a common communication terminology, is not a good answer. This is because using a common communication terminology may not be enough or sufficient to avoid the situation in the future. Communication terminology is a set of words or phrases that are used to convey information or messages in a specific context or domain. Communication terminology may include acronyms, abbreviations, jargon, or slang. Using a common communication terminology can help the project manager to facilitate clear and consistent communication and understanding among the project team and other stakeholders, as well as to avoid or reduce any confusion or ambiguity. However, using a common communication terminology may not help the project manager to avoid the situation of executing the activities in the wrong way, as it may not ensure that the project team has a complete and accurate understanding of the project activities and expectations. Option C, which is to monitor the team's performance metrics, is not a good answer. This is because monitoring the team's performance metrics may not be relevant or effective to avoid the situation in the future. Performance metrics are measures that indicate the progress and performance of the project team or the project work. Performance metrics may include indicators such as schedule variance, cost variance, quality metrics, customer satisfaction, or team engagement. Monitoring the team's performance metrics can help the project manager to track and evaluate the project team's performance and productivity, as well as to identify and address any issues or risks that may affect the project outcomes. However, monitoring the team's performance metrics may not help the project manager to avoid the situation of executing the activities in the wrong way, as it may not prevent or resolve the issue of unclear or inconsistent understanding of the project activities and expectations among the project team. References: PMBOK Guide, 7th edition; PMP Exam Content Outline; PMP Sample Test Questions.

NEW QUESTION 72

The change control board (CCB) rejects a change request submitted by a subject matter expert (SME). The SME refuses to accept this rejection and does not want

to continue the project without the change.

What should the project manager have done to avoid this situation?

- A. Ensured that the change request was aligned with the project scope.
- B. Requested that the sponsor approved the change request first.
- C. Submitted the change request directly to the CCB.
- D. Assessed the change's overall impact to the project before submission.

Answer: D

Explanation:

According to the PMBOK Guide 7th Edition, one of the principles of project management is to “embrace adaptability and resiliency”. This means that the project manager should anticipate and respond to changes that may affect the project objectives, scope, schedule, cost, quality, or risks. The project manager should also use appropriate change management processes and tools to evaluate and implement changes in a controlled manner. The PMBOK Guide 7th Edition also states that “changes are inevitable and may originate from any source at any time during the project life cycle”. The project manager should assess the change's overall impact to the project before submission to the change control board (CCB), which is the authorized body to approve or reject changes. The project manager should also communicate with the stakeholders who are affected by or involved in the change, and manage their expectations and feedback. Therefore, the best answer is D. References: PMBOK Guide 7th Edition, pages 11, 12, 49, 50, 51.

NEW QUESTION 77

A project manager is using an agile approach. During the sprint planning meeting, the product owner flagged a backlog item as high business value and easy to implement.

However, the other team members identified a high dependency between this item and another item that is flagged as low business value and high complexity.

What should the project manager do to support the backlog prioritization?

- A. Facilitate the discussion until the team reaches an agreement about the two items.
- B. Prioritize the item flagged as a dependency with low business value and high complexity.
- C. Prioritize the item flagged as high business value and low complexity for this sprint.
- D. Support the team to move both items to the next sprint when the team will know more

Answer: A

Explanation:

According to the Agile Practice Guide, one of the agile principles is to “collaborate with others”. This means that the project manager should foster a collaborative project team environment and engage stakeholders effectively. The project manager should also use appropriate techniques and tools to facilitate the backlog prioritization process, such as value-based analysis, MoSCoW, Kano model, and relative ranking. The Agile Practice Guide also states that “prioritization is a key activity for agile teams and their stakeholders”. The project manager should support the product owner and the team to prioritize the backlog items based on various factors, such as value, urgency, dependencies, and feedback. The project manager should also help the team to resolve any conflicts or issues that may arise during the prioritization process, and reach a consensus on the best course of action. Therefore, the best answer is A. References: Agile Practice Guide, pages 9, 10, 35, 36, 37.

NEW QUESTION 79

A project manager joins an existing project. One project stakeholder is unhappy with the frequency and types of project updates received and has made a request for more information to be shared. What should the project manager do next?

- A. Schedule a meeting with the stakeholder to better understand their request.
- B. Update the project communications management plan immediately.
- C. Inform the stakeholder to wait for the annual stakeholder review meeting.
- D. Consult the scope baseline document to track project updates

Answer: A

Explanation:

The project manager should schedule a meeting with the stakeholder to better understand their request because this is the best way to address the stakeholder's needs and expectations, and to avoid any misunderstandings or conflicts. The project manager should not assume that the stakeholder's request is reasonable or unreasonable, but rather seek to understand the rationale, the urgency, and the impact of the request on the project. The project manager should also consider the stakeholder's influence, interest, and power, and how they may affect the project outcomes. By scheduling a meeting with the stakeholder, the project manager can communicate effectively, negotiate mutually beneficial solutions, and manage the stakeholder's expectations. The project manager can also use this opportunity to review and update the stakeholder register, the stakeholder engagement plan, and the communications management plan, as needed. References: ? A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition, Chapter 3.2.3, page 52
? PMP Exam Content Outline, Domain II: Planning, Task 4

NEW QUESTION 81

Team members of a new scrum team are skilled and excited about the project, despite never having worked together before. The project leader requested an offsite team building activity to talk about the project and get familiar with each other, but the activity was not approved by the sponsor who is trying to save money. The project leader believes it is important to hold a team building activity to bring the team together.

What should the project leader do?

- A. Explain the financial constraint and ask each team member to pay their own share for the event.
- B. Use the office facilities and support to organize an interactive event for the team members in-house.
- C. Tell the team that the event will be handled at the end of the project due to current financial constraints.
- D. Bypass the event because the team members' seniority is enough to engage without further activities.

Answer: B

Explanation:

According to the PMBOK Guide 7th Edition, one of the principles of project management is to create a collaborative project team culture. This means that the project manager should foster a positive and supportive team environment, where team members can communicate openly, trust each other, and share their ideas and concerns. To create a collaborative project team culture, the project manager should organize team building activities that help the team members to get to know each other, to develop their

interpersonal skills, and to enhance their team performance. If the sponsor does not approve an offsite team building activity due to budget constraints, the project manager should use the office facilities and support to organize an interactive event for the team members in-house. This will help to achieve the same objectives of the team building activity, without incurring additional costs or compromising the project scope, schedule, or quality. Explaining the financial constraint and asking each team member to pay their own share, telling the team that the event will be handled at the end of the project, or bypassing the event are not the best actions, as they do not address the need to build trust and cohesion among the team members, and they may affect the team morale and motivation. References: PMBOK Guide 7th Edition, page 11-12.

NEW QUESTION 83

Stakeholders in some industries prefer to deal with programmers and system analysts directly, bypassing project managers. This complicates managing resources on projects.

How should a project manager solve this issue?

- A. Promote adoption of the communications management plan with the project team.
- B. Request a meeting with senior management to escalate the situation.
- C. Host a team-building event to develop team cohesion and improve communication.
- D. Propose implementing a new project management information system (PMIS).

Answer: A

Explanation:

According to the PMBOK Guide, the communications management plan is a component of the project management plan that describes how project communications will be planned, structured, monitored, and controlled. The communications management plan should include the stakeholder communication requirements, the information to be communicated, the communication methods and technologies, the frequency and timing of communication, the roles and responsibilities of the communication participants, and the escalation process for resolving issues. The communications management plan should also align with the stakeholder engagement plan, which describes the strategies and actions to increase the support and minimize the resistance of the stakeholders throughout the project life cycle. By promoting the adoption of the communications management plan with the project team, the project manager can ensure that the project communications are consistent, clear, and effective, and that the stakeholders are kept informed and engaged. This can also help to prevent or resolve any conflicts or misunderstandings that may arise from the direct interaction between the stakeholders and the programmers or system analysts. Promoting the adoption of the communications management plan with the project team (option A) is the best solution to the issue, as it demonstrates proactive and collaborative project communication and stakeholder management. Requesting a meeting with senior management to escalate the situation (option B) may not be necessary or appropriate, as it may imply that the project manager is unable to handle the issue and may damage the trust and relationship with the stakeholders. Hosting a team-building event to develop team cohesion and improve communication (option C) may also be ineffective or irrelevant, as it does not address the root cause of the issue or provide a clear guidance on how to communicate with the stakeholders. Proposing implementing a new project management information system (PMIS) (option D) may also be unrealistic or costly, as it may require additional resources and time to acquire and deploy the new system, and may not guarantee the improvement of the project communication or stakeholder engagement. References: : Project Management Institute. (2017). A Guide to the Project Management Body of Knowledge (PMBOK Guide) (6th ed.). Newtown Square, PA: Author1

NEW QUESTION 87

In the daily check-in meeting, a team member informs the project team that the licenses for one of the components that will be used will expire in a couple of months. The licensing cost is significant.

What should the project manager do next?

- A. Escalate the licensing issue to the product owner.
- B. Evaluate the impact of nonrenewal of the license.
- C. Add a spike to the backlog for an alternative design.
- D. Raise a change request to secure the renewal.

Answer: B

Explanation:

According to the PMBOK Guide 7th Edition, the project manager should first assess the impact of any issue or risk on the project objectives before taking any action. In this case, the project manager should evaluate the impact of nonrenewal of the license on the project scope, schedule, cost, quality, and other factors. This will help the project manager to determine the best course of action, such as renewing the license, finding an alternative solution, or accepting the risk. References: PMBOK Guide 7th Edition, Chapter 4: Project Delivery, Section 4.3: Monitor and Control Project Work, Page 97.

NEW QUESTION 88

A project manager held a meeting and framed the project schedule. A critical stakeholder, who was not consulted at the time of the schedule discussion, complained that the published dates are not agreeable due to a prescheduled task for another assignment.

What should the project manager do first?

- A. Reach out to the project sponsor and request additional resources.
- B. Analyze the root cause of the issue and update the communications management plan.
- C. Organize a new schedule framing meeting with the critical stakeholder to obtain input.
- D. Discuss with the project sponsor and create a new project schedule.

Answer: C

Explanation:

According to the PMBOK Guide, a project manager should engage stakeholders throughout the project life cycle and ensure their expectations and needs are considered and addressed. A critical stakeholder who was not consulted at the time of the schedule discussion may have valuable information, insights, or constraints that could affect the project schedule. The project manager should organize a new schedule framing meeting with the critical stakeholder to obtain input, clarify requirements, resolve conflicts, and reach agreement on the project schedule. This can help avoid rework, delays, and dissatisfaction in the future. Reaching out to the project sponsor, analyzing the root cause, or creating a new project schedule are not the best options, as they do not involve the critical stakeholder and may not address the underlying issue. References: PMBOK Guide, 7th edition, page 32-33, 36-37, 40-41.

NEW QUESTION 89

An agile project team discovers that they are unable to implement a feature completely in the first iteration. The team believes it may not be able to complete the tasks in the second iteration. The feature is a critical component that the customer has prioritized. What should the team do?

- A. Reduce the scope of the feature to fit into one iteration and deliver it to the customer.
- B. Go back to the customer and explain that they cannot implement the feature completely in one iteration.
- C. Split the feature into smaller subfeatures, implement them, and then deliver them incrementally in multiple iterations.
- D. Ask the customer to simplify the feature so that it can be implemented in one iteration.

Answer: C

Explanation:

One of the key principles of agile project management is to deliver value to the customer frequently and iteratively. This means that the team should aim to deliver working software or features that meet the customer's needs and expectations in each iteration, rather than waiting until the end of the project to deliver the whole product. This way, the team can get feedback from the customer and make adjustments as needed, as well as reduce the risk of delivering something that does not satisfy the customer. Therefore, if the team discovers that they are unable to implement a feature completely in the first iteration, and that the feature is a critical component that the customer has prioritized, the best option is to split the feature into smaller subfeatures, implement them, and then deliver them incrementally in multiple iterations. This will allow the team to deliver value to the customer sooner, as well as to manage the scope and complexity of the feature more effectively. The other options are not consistent with the agile principles and values, as they may compromise the quality, functionality, or customer satisfaction of the feature. Reducing the scope of the feature to fit into one iteration may result in delivering a feature that does not meet the customer's requirements or expectations, or that is not fully tested or integrated. Going back to the customer and explaining that they cannot implement the feature completely in one iteration may cause the customer to lose trust or confidence in the team's ability or commitment, or to perceive the team as inflexible or unresponsive. Asking the customer to simplify the feature so that it can be implemented in one iteration may imply that the team is not willing or able to handle the complexity or challenge of the feature, or that the team is not respecting the customer's needs or preferences. References:

? PMI, A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, pp. 28-29, 35-36, 54-55.

? Agile project management and the PMBOK® guide, Sliger, M. (2008). Agile project management and the PMBOK® guide. Paper presented at PMI® Global Congress 2008—North America, Denver, CO. Newtown Square, PA: Project Management Institute.

? What Is Agile Project Management?, Good, L. (2023). What Is Agile Project Management? Project-Management.com.

NEW QUESTION 90

An intern is replacing a critical resource midway through a sprint. To help the intern get up to speed, the project manager assigns a senior engineer in the team as the intern's mentor. Two months later, the project goes into critical status, delaying the release milestone by a month. What should the project manager have done to avoid this scenario?

- A. Requested an experienced resource as a replacement
- B. Convinced the critical resource to remain on the project
- C. Allocated additional time for mentoring
- D. Negotiated additional time to complete the project

Answer: C

Explanation:

According to the PMBOK Guide, 7th edition, one of the key principles for project delivery is to “enable team members and stakeholders to align their efforts and work as a team” (p. 13). This principle implies that the project manager should support the team members in developing their skills, knowledge, and capabilities, and provide them with the necessary resources, tools, and guidance. The project manager should have allocated additional time for mentoring the intern, as this would have helped the intern to learn from the senior engineer, gain confidence, and contribute effectively to the project. Requesting an experienced resource, convincing the critical resource, or negotiating additional time are not effective ways to handle the situation, as they do not address the root cause of the problem, which is the lack of adequate training and support for the intern. References: PMBOK Guide, 7th edition, p. 13; PMP Exam Content Outline, Domain II: Process, Task 6.

NEW QUESTION 91

After 35 years of service, a company's CEO has retired. The new CEO is planning to digitally transform the company and has assigned a new project manager to assist in this endeavor. The initial backlog has been created and agreed upon, and the team members have been assigned. What should the project manager do before the project kick-off meeting?

- A. Conduct a backlog refinement and identify the key activity to start with.
- B. Compare the team's expertise against the project requirements.
- C. Perform integration management activities to consolidate the plans.
- D. Review the project's environment to understand the organizational culture.

Answer: D

Explanation:

The project manager should review the project's environment to understand the organizational culture, because this is part of the plan stakeholder engagement process, which involves identifying the stakeholders, their needs, expectations, interests, and potential impact on the project, and developing appropriate strategies to effectively engage them. The project manager should also use the manage stakeholder engagement process to communicate and collaborate with the stakeholders, and address their issues and concerns.

The other options are not correct because:

? A. Conduct a backlog refinement and identify the key activity to start with. This is not the next step, because the project manager should first review the project's environment and the stakeholder's expectations before refining the backlog and prioritizing the activities. Moreover, the backlog refinement is an agile technique that may not be applicable to all projects.

? B. Compare the team's expertise against the project requirements. This is not the next step, because the project manager should first review the project's environment and the stakeholder's expectations before assessing the team's expertise and identifying any gaps or risks. Moreover, the team's expertise should have been considered during the acquire resources process, which involves obtaining the necessary human and physical resources for the project.

? C. Perform integration management activities to consolidate the plans. This is not the next step, because the project manager should first review the project's environment and the stakeholder's expectations before performing integration management activities, which involve developing, directing, and managing the project work, and ensuring alignment and consistency among the project plans.

The references are:

1: PMP Examination Content Outline - June 2019 - Project Management Institute 2: 180 PMP Practice Questions (2021 Edition) - Academia.edu : A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Sixth Edition, Chapter 13: Project Stakeholder Management : A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Sixth Edition, Chapter 4: Project Integration Management : A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Sixth Edition, Chapter 9: Project Resource Management

NEW QUESTION 92

A team realizes that there is no access to data that the project depends on to complete the current iteration. This dependency was known; however, the team is unsure of the available options to remove this obstacle. What should the project manager do next?

- A. Escalate the issue to the project sponsor.
- B. Move the dependent task to the next iteration.
- C. Guide the team to determine alternatives.
- D. Escalate the issue to the company's IT manager.

Answer: C

Explanation:

According to the Agile Practice Guide, one of the agile values is to respond to change over following a plan. This means that the project manager and the team should embrace changes and uncertainties, and find creative ways to overcome challenges and deliver value to the customer. In this case, the team faces a data access issue that prevents them from completing the current iteration. The project manager should guide the team to determine alternatives, such as finding another data source, modifying the requirements, or prioritizing other tasks. This way, the project manager can help the team to adapt to the situation and deliver a working product increment. Escalating the issue to the project sponsor or the IT manager, or moving the dependent task to the next iteration, are not agile responses, as they imply that the project manager and the team are relying on external authorities or postponing the problem, rather than finding a solution within the team. References: Agile Practice Guide, pages 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, and 22. PMP Question 330.

NEW QUESTION 94

A new project has been kicked off following a planning session. The project is under direct oversight of an executive in the organization. After a review meeting, the project manager overhears an executive request a dashboard from one of the team members to show the overall project status. What should the project manager do?

- A. Ask the team member to develop a dashboard to fulfill the request.
- B. Tell the team member to route the request through the project manager.
- C. Update the communications management plan to include informal requests.
- D. Update the stakeholder engagement assessment matrix.

Answer: B

Explanation:

= The project manager should tell the team member to route the request through the project manager, as this is the best way to ensure that the communication is consistent, accurate, and aligned with the project objectives. The project manager is responsible for managing the communication with the stakeholders, including the executive, and for providing them with the appropriate level of information. The project manager should also verify the validity and feasibility of the request, and update the communications management plan accordingly. The other options are not the best actions to take in this situation, as they do not follow the established communication protocols or respect the project manager's authority. References: = A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition, Chapter 5: Project Communications, Section 5.2: Manage Communications, Page 137-138.

NEW QUESTION 99

Product implementation portions of a project are nearing completion. The project manager schedules a series of meetings to meet with the marketing management team. During the meeting, the marketing manager tells the project manager that some key members of the department will not be available to work on the implementation for the next 3 months. What should the project manager do?

- A. Cancel the meeting series until the marketing team provides a solution.
- B. Consult the project team and discuss the key team members' availability.
- C. Shift those key members and assign them to another project.
- D. Consult the resource management plan and escalate to the sponsor.

Answer: D

Explanation:

The resource management plan is a component of the project management plan that describes how the project resources are acquired, allocated, monitored, and controlled. It also defines the roles and responsibilities of the project team members and the reporting structure. The resource management plan is an important input for managing project resources and resolving resource conflicts. If the project manager faces a situation where some key resources are not available for the project, he or she should consult the resource management plan and escalate the issue to the sponsor or other appropriate stakeholders. The sponsor can help the project manager negotiate with the functional managers or other resource providers to secure the required resources for the project. The sponsor can also authorize changes to the project scope, schedule, or budget to accommodate the resource constraints. The other options are not appropriate because they do not address the root cause of the problem and may lead to further delays or risks for the project. References: PMBOK Guide, 7th edition, section 9.1.3.1, page 309; PMI, PMP Exam Content Outline, 2021, Domain II: Process, Task 5.

NEW QUESTION 103

A project manager encounters a governance issue during the project execution phase. One of the team members complains about receiving assignments from multiple people and states they are not able to work effectively. What should the project manager establish first in the project governance structure?

- A. Risk management and issues resolution plan
- B. Resource management and conflict resolution plan
- C. Clear responsible, accountable, consult, and inform (RACI) matrix
- D. Clear project work breakdown structure (WBS) and timeline

Answer: C

Explanation:

The project manager should establish a clear RACI matrix first in the project governance structure to address the governance issue during the project execution phase. According to the PMBOK® Guide, a RACI matrix is a tool that defines the roles and responsibilities of project team members and other stakeholders for each project activity or deliverable[1]. A RACI matrix uses four categories to assign the level of involvement for each stakeholder: responsible, accountable,

consult, and inform[1]. By creating a clear RACI matrix, the project manager can avoid role ambiguity and confusion, and ensure that each team member knows who to report to and who to communicate with for each project task. This way, the project manager can improve the team performance and satisfaction, and resolve the governance issue. The other options are not the first things that the project manager should establish in the project governance structure, as they do not directly address the root cause of the issue.

? A risk management and issues resolution plan is a document that describes how the project will identify, analyze, respond to, and monitor risks and issues[1]. It does not define the roles and responsibilities of the project team members and other stakeholders.

? A resource management and conflict resolution plan is a document that describes how the project will acquire, develop, manage, and release the human and physical resources needed for the project[1]. It also includes the methods and techniques for resolving conflicts among the project team members and other stakeholders[1]. It does not define the roles and responsibilities of the project team members and other stakeholders.

? A clear project work breakdown structure (WBS) and timeline is a graphical representation of the project scope and schedule, showing the hierarchical decomposition of the project deliverables and activities, and the estimated duration and dependencies of each activity[1]. It does not define the roles and responsibilities of the project team members and other stakeholders.

NEW QUESTION 105

The marketing team is transitioning to using hybrid approaches for their projects. The marketing director is not knowledgeable about hybrid methodologies, and the project manager needs the director's support as the marketing director is a key stakeholder.

What should the project manager do to obtain the support?

- A. Mentor the marketing director on hybrid approaches.
- B. Ask the marketing director to participate in daily meetings.
- C. Train the marketing team and keep the director informed.
- D. Ask the marketing team members to coach the director.

Answer: A

Explanation:

According to the PMBOK Guide, a hybrid approach is a combination of serial and agile strategies that can be used for different phases or work packages of a project. A hybrid approach can provide flexibility, adaptability, and customer focus while maintaining some level of predictability and control. A project manager who uses a hybrid approach should have the knowledge and skills to apply both predictive and adaptive methods, as well as the ability to communicate and collaborate with different stakeholders who may have different expectations and preferences. The marketing director, as a key stakeholder, should be supportive of the project manager's choice of approach and understand the benefits and challenges of using a hybrid approach. The project manager should mentor the marketing director on hybrid approaches, which means providing guidance, advice, and feedback to help the director learn and improve. Mentoring is an interpersonal skill that a project manager should have, as it can enhance stakeholder engagement, trust, and satisfaction. The project manager should not ask the marketing director to participate in daily meetings, as this may be too frequent and disruptive for the director's schedule and responsibilities. The project manager should not train the marketing team and keep the director informed, as this may create a gap between the director and the team, and reduce the director's involvement and commitment. The project manager should not ask the marketing team members to coach the director, as this may undermine the project manager's authority and responsibility, and create role confusion and conflict among the team and the director. References: PMBOK Guide, 6th edition, pages 19, 25, 27, 56-57, 513-514.

NEW QUESTION 108

A project manager has recently joined a small company. The company's chief operating officer (COO) asked the team to skip some steps in the process in order to work more quickly. The project manager wants to ensure that these steps are not skipped in the future.

What should the project manager do?

- A. Escalate the issue to the other executive leadership members.
- B. Notify all team members that all steps in the process must be completed.
- C. Schedule a review of the process steps with the team and the COO.
- D. Redesign the process so the team can move more quickly.

Answer: C

Explanation:

According to the PMBOK® Guide 7th Edition, the project manager should ensure that the project processes are aligned with the organizational processes and standards, and that they deliver value to the stakeholders. The project manager should also communicate and collaborate with the project team and the senior management to address any issues or concerns that may affect the project quality or performance. Therefore, the project manager should schedule a review of the process steps with the team and the COO to clarify the purpose and importance of each step, and to seek their input and feedback on how to improve the process efficiency and effectiveness. Option A is incorrect because it implies that the project manager is bypassing the COO and escalating the issue to the other executive leadership members, which could create conflict or distrust. Option B is incorrect because it suggests that the project manager is imposing a directive approach on the team, which could demotivate or discourage them. Option D is incorrect because it assumes that the project manager can redesign the process without consulting the team or the COO, which could result in misalignment or resistance. References: PMBOK® Guide 7th Edition, Chapter 3: Doing the Work, Section 3.1: Executing the Project, p. 47-48.

NEW QUESTION 112

An oil and gas project started without having acquired full funding for the project. The remaining funds were to be acquired during project execution. The acquisition of the remaining funds was delayed several months, resulting in a suspension of work by all contractors.

What should the project manager have done to prevent this from happening?

- A. Ensured the stakeholder anticipated obstacles to achieving financial closure on the remaining funds.
- B. Ensured the stakeholder who was providing additional funds remained interested in the project.
- C. Ensured the risk was adequately assessed and mitigated by the appropriate stakeholders.
- D. Ensured the project team monitored and reviewed the project risk register periodically.

Answer: C

Explanation:

The project manager should have ensured the risk of not acquiring full funding for the project was adequately assessed and mitigated by the appropriate stakeholders to prevent this from happening. According to the PMBOK® Guide, a risk is an uncertain event or condition that, if it occurs, has a positive or negative effect on one or more project objectives¹. In this case, the risk of not acquiring full funding for the project is a negative risk that could affect the project scope, schedule, cost, and quality. Therefore, the project manager should have performed the following risk management processes¹:

? Identify Risks: The process of identifying individual project risks and sources of overall project risk, and documenting their characteristics. The project manager should have identified the risk of not acquiring full funding for the project as a potential source of overall project risk, and documented its characteristics, such as causes, triggers, probability, impact, and priority.

? Perform Qualitative Risk Analysis: The process of prioritizing individual project risks for further analysis or action by assessing their probability of occurrence and impact, as well as other characteristics. The project manager should have prioritized the risk of not acquiring full funding for the project based on its probability and impact, and determined if it required further analysis or action.

? Perform Quantitative Risk Analysis: The process of analyzing the effect of identified individual project risks and other sources of uncertainty on the project objectives, and presenting the results in quantitative terms. The project manager should have analyzed the effect of the risk of not acquiring full funding for the project on the project objectives, such as the expected monetary value, the cost of risk, the schedule reserve, and the contingency reserve.

? Plan Risk Responses: The process of developing options and actions to enhance opportunities and reduce threats to the project objectives. The project manager should have developed options and actions to reduce the threat of the risk of not acquiring full funding for the project, such as avoiding, mitigating, transferring, or accepting the risk, and implementing contingency plans or fallback plans if the risk occurs.

? Implement Risk Responses: The process of implementing the agreed-upon risk response plans. The project manager should have implemented the risk response plans for the risk of not acquiring full funding for the project, such as securing alternative sources of funding, negotiating with the stakeholders, or adjusting the project scope, schedule, or cost.

? Monitor Risks: The process of tracking the implementation of risk response plans, identifying and analyzing new risks, and evaluating risk process effectiveness. The project manager should have monitored the risk of not acquiring full funding for the project, and tracked the implementation of the risk response plans, identified and analyzed any new risks, and evaluated the effectiveness of the risk process.

By performing these risk management processes, the project manager could have prevented the risk of not acquiring full funding for the project from occurring, or minimized its impact on the project performance. The other options are not sufficient or appropriate for this situation, as they do not address the need to assess and mitigate the risk.

? Ensuring the stakeholder anticipated obstacles to achieving financial closure on the remaining funds is a passive and vague action that does not specify how the project manager will help the stakeholder overcome the obstacles or secure the funds.

? Ensuring the stakeholder who was providing additional funds remained interested in the project is an important but not sufficient action that does not guarantee the availability or timeliness of the funds.

? Ensuring the project team monitored and reviewed the project risk register periodically is a necessary but not sufficient action that does not involve developing and implementing risk response plans.

References: 1: PMBOK® Guide, 7th edition, pages 97-99.

NEW QUESTION 113

A project manager is assigned to a project in a company that is transitioning to agile. Not all stakeholders believe in the project, and some stakeholders would like the entire project defined and planned out early in the project. However, the project sponsor needs a quick win to ensure the continuation of the project. What approach should the project manager use?

- A. An agile approach as this would provide working functionality earlier.
- B. A predictive approach as this would please the senior stakeholders.
- C. A hybrid project as this will mitigate stakeholders' concerns.
- D. A predictive approach as this will show benefits for all stakeholders.

Answer: A

Explanation:

According to the Agile Practice Guide, one of the benefits of using an agile approach is to deliver value to the customer early and frequently, by delivering working product increments in short iterations. This can help the project manager to achieve a quick win, which is a small but visible success that can boost the confidence and support of the project sponsor and other stakeholders. A quick win can also help the project manager to validate the project assumptions, test the customer feedback, and adapt to changing requirements. A predictive approach, on the other hand, would require a detailed upfront planning and a fixed scope, which may not be suitable for a project that is transitioning to agile and faces uncertainty and skepticism from some stakeholders. A hybrid project, which combines agile and predictive elements, may be an option, but it would depend on the project context and the level of stakeholder involvement and agreement. Therefore, the best approach for the project manager in this situation is to use an agile approach, as it would provide working functionality earlier and help ensure the continuation of the project. References: Agile Practice Guide, pages 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, and 22. PMP Question 344.

NEW QUESTION 114

A project manager has access to risk management tools but chooses to use a quantitative method to evaluate the project risks. During project execution, the project sponsor asks for an updated risk matrix. What should the project manager do next?

- A. Use integrated risk management software to evaluate the risks.
- B. Use their own professional knowledge to reassess the risks.
- C. Add new risks and send the risk matrix to leadership for approval.
- D. Trust in the quantitative method already chosen as it is a precise method.

Answer: C

Explanation:

this question is related to the Project Management Professional (PMP) certification exam, which is a credential that validates the knowledge and skills of project managers. The PMP exam is based on the PMBOK Guide, 7th edition, which is a standard that provides a framework and best practices for managing projects. The question describes a situation where a project manager has access to risk management tools but chooses to use a quantitative method to evaluate the project risks. During project execution, the project sponsor asks for an updated risk matrix. The question asks what the project manager should do next. Based on this information, the best answer is option C, which is to add new risks and send the risk matrix to leadership for approval. This is because adding new risks and sending the risk matrix to leadership for approval is a risk management practice that can help the project manager to update and communicate the project risks and their status. A risk matrix is a tool that displays the probability and impact of the project risks, as well as their priority and response strategies. Adding new risks is a process that involves identifying and analyzing any new or emerging risks that may affect the project objectives or outcomes. Sending the risk matrix to leadership for approval is a process that involves obtaining the endorsement and support from the project sponsor and other senior stakeholders for the risk management plan and actions. Adding new risks and sending the risk matrix to leadership for approval can help the project manager to ensure that the project risks are properly identified, assessed, and managed, as well as to align the project risks with the stakeholder expectations and interests. Option A, which is to use integrated risk management software to evaluate the risks, is not a good answer. This is because using integrated risk management software may not be necessary or effective to update and communicate the project risks and their status. Integrated risk management software is a tool that helps to automate and integrate the risk management processes and activities, such as risk identification, analysis, response, monitoring, and reporting. Using integrated risk management software can help the project manager to facilitate and streamline the risk management tasks and functions, as well as to enhance the risk management efficiency and quality. However, using integrated risk management software may not help the project manager to update and communicate the project risks and their status, as it may not address the issue of new or emerging risks that may require human judgment or intervention. Using integrated risk

management software may also depend on the availability, suitability, and compatibility of the software, as well as the cost, time, and training required to use the software.

Option B, which is to use their own professional knowledge to reassess the risks, is not a good answer. This is because using their own professional knowledge may not be enough or reliable to update and communicate the project risks and their status. Professional knowledge is the knowledge and skills that the project manager has acquired from their education, training, experience, or certification. Using their own professional knowledge can help the project manager to apply the relevant and appropriate risk management concepts, methods, and techniques to the project. However, using their own professional knowledge may not help the project manager to update and communicate the project risks and their status, as it may not reflect the current and accurate information and data about the project risks. Using their own professional knowledge may also introduce bias or error to the risk assessment and evaluation, as well as to conflict or contradict with the stakeholder opinions or expectations.

Option D, which is to trust in the quantitative method already chosen as it is a precise method, is not a good answer. This is because trusting in the quantitative method may not be appropriate or beneficial to update and communicate the project risks and their status. A quantitative method is a technique that uses numerical data and analysis to measure and evaluate the probability and impact of the project risks, as well as to estimate the overall risk exposure and contingency of the project. A quantitative method can help the project manager to obtain objective and precise information and results about the project risks, as well as to support the risk management decision-making and planning. However, trusting in the quantitative method may not help the project manager to update and communicate the project risks and their status, as it may not account for the new or emerging risks that may require qualitative or subjective assessment and evaluation. Trusting in the quantitative method may also ignore or overlook the stakeholder feedback or input, as well as the risk management tools or resources that may be available or useful for the

project. References: PMBOK Guide, 7th edition; PMP Exam Content Outline; PMP Sample Test Questions.

NEW QUESTION 118

A project manager has received a new request to integrate more features to a product. The team is fully allocated, and there is no budget to acquire new resources.

What strategy should the project manager implement to deal with this situation?

- A. Ask the team to accelerate the iterations and avoid interruptions.
- B. Verify team performance and ask for improvement during daily standup meetings.
- C. Recommend that the project sponsor increases the budget to bring new resources.
- D. Discuss the problem with the team and decide how to do the work together.

Answer: D

Explanation:

According to the PMBOK Guide 7th Edition, one of the principles of project management is to collaborate with stakeholders. This means that the project manager should engage the team and other stakeholders in the planning, execution, and monitoring of the project, and seek their input and feedback. When a new request to integrate more features to a product arises, the project manager should discuss the problem with the team and decide how to do the work together, as this will help to find the best solution that meets the stakeholder expectations and the project constraints. Asking the team to accelerate the iterations, verifying the team performance, or recommending an increase in the budget are not collaborative strategies, as they do not involve the team in the decision-making process, and they may not address the root cause of the problem or the impact of the new request on the project scope, schedule, quality, and risks. References: PMBOK Guide 7th Edition, page 11-12.

NEW QUESTION 120

A project manager is asked to negotiate between two team members who frequently have misunderstandings in order to reach an agreement that will advance the project. What should the project manager do?

- A. Encourage a positive ongoing relationship between both of the team members.
- B. Coach and mentor the team members to build consensus and to resolve the ongoing conflict.
- C. Organize a team-building event to improve the morale among team members.
- D. Establish common ground through collaboration and understanding the team members' needs.

Answer: D

Explanation:

The project manager should establish common ground through collaboration and understanding the team members' needs in order to negotiate between them and reach an agreement that will advance the project. This is a technique of conflict resolution that involves finding a mutually acceptable solution that partially satisfies both parties¹. The project manager should facilitate a constructive dialogue between the team members, listen to their perspectives and concerns, and help them identify areas of agreement and compromise². Encouraging a positive ongoing relationship between the team members (A) may be a good outcome of the negotiation, but it is not a technique to achieve it. Coaching and mentoring the team members to build consensus and resolve the conflict (B) may be a useful approach, but it is not a direct way of negotiating between them. Organizing a team-building event to improve the morale among team members © may be a beneficial activity, but it does not address the specific issue of the misunderstanding between the two team members. References: 1: PMBOK Guide, 6th Edition, p. 5042; Top 60+ PMP Exam Questions and Answers for 2023 - KnowledgeHut

NEW QUESTION 125

The product team is progressing with a prototyping approach to deliver a multiyear business initiative. A few user stories are taking longer to be delivered. What should the project manager do?

- A. Inform stakeholders about the delay during project updates.
- B. Determine cross-dependencies and plan a spike in the next sprint.
- C. Discover the gaps in the communications management plan and address them accordingly.
- D. Determine the risks and identify a resolution during the retrospective meeting.

Answer: BD

Explanation:

= The project manager should determine cross-dependencies and plan a spike in the next sprint to investigate the causes of the delay and find possible solutions. A spike is a time-boxed activity that allows the team to explore a complex problem or learn a new skill¹. The project manager should also determine the risks and identify a resolution during the retrospective meeting, which is a regular event that enables the team to reflect on their performance and improve their processes². These actions will help the project manager to address the issues that are affecting the delivery of the user stories and ensure the quality of the product. References: = PMBOK Guide 7th Edition, Chapter 5: Delivery Performance, Section 5.2.3: Plan and Manage Iterations; PMBOK Guide 6th Edition, Chapter 6: Project Schedule Management, Section 6.2.2.5: Agile Release Planning.

NEW QUESTION 130

By the end of the first sprint, a project lead notices that one of the team members is not performing very well. Which form of communication should the project lead use to handle the situation?

- A. Informal written communication, such as a friendly reminder
- B. Formal verbal communication, such as a conversation at the end of the sprint retrospective
- C. Formal written communication, such as an email with a copy sent to the manager
- D. Informal verbal communication, such as a conversation

Answer: D

Explanation:

According to the PMBOK Guide, 6th edition, page 368, communication can be classified into formal and informal, written and verbal, and vertical and horizontal, depending on the context, purpose, and audience of the message. Informal verbal communication, such as a conversation, is a type of communication that is spontaneous, casual, and flexible, and that can be used to exchange information, ideas, opinions, or feedback in a timely and direct manner. Informal verbal communication is suitable for handling a situation where a team member is not performing very well, as it can allow the project lead to express concern, empathy, and support, as well as to identify the root causes of the poor performance, and to explore possible solutions or improvements. Informal verbal communication can also help to maintain a positive and trusting relationship between the project lead and the team member, and to avoid any misunderstanding, resentment, or demotivation that may arise from more formal or written communication. References:

? PMBOK Guide, 6th edition, page 368

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NEW QUESTION 134

Several components of an expensive manufacturing project have been returned by the customer. The customer is complaining that the quality of the components is poor and is concerned that, as a result, their products will be returned due to quality issues. The project manager is certain that quality has been maintained. How should the project manager communicate with the customer to help assure them that the project has produced quality products?

- A. Show the customer the tolerance and control limits.
- B. Show the customer sample results from the current batch.
- C. Show the customer a sample history of quality.
- D. Show the customer the quality control measurements.

Answer: D

Explanation:

According to the PMBOK Guide, quality control measurements are the results of quality control activities that are used to assess the performance and quality of the project deliverables. They include the actual values of the quality metrics, such as defects, errors, rework, customer satisfaction, etc. The project manager should show the customer the quality control measurements to demonstrate that the project has produced quality products that meet the quality standards and specifications agreed upon with the customer. The quality control measurements can also help identify the root causes of any quality issues and implement corrective actions. Showing the customer the tolerance and control limits, the sample results from the current batch, or the sample history of quality are not sufficient to assure the customer that the project has produced quality products, as they do not provide the actual evidence of the quality performance and compliance of the project deliverables. References: PMBOK Guide, 7th edition, pages 31, 32, 33, 34, 35, 36, 37, 38, 39, 40, and 41. Test-Guide.

NEW QUESTION 137

A risk was raised during the initiation of a project. The supplier discontinued software support for one of the project's required inputs. The project manager planned a reserve budget to allow the project to continue in the event of this occurrence. What should the project manager do?

- A. Ask the supplier to continue providing software support until the end of the project.
- B. Inform the sponsor that the risk has been realized and that a decision has to be made for the project to continue.
- C. Tell the project team to stop work, as software support will be canceled and the project cannot continue.
- D. Advise the supplier that the sponsor will pay for software support as previously planned.

Answer: B

Explanation:

According to the PMBOK Guide, the project manager is responsible for planning, implementing, and monitoring risk responses throughout the project life cycle. One of the tools and techniques for implementing risk responses is contingency reserves, which are funds or time allocated for known risks that may affect the project objectives. Contingency reserves can help the project manager mitigate the impact of risks, as well as provide flexibility and options for the project. In this scenario, a risk was raised during the initiation of a project, that the supplier discontinued software support for one of the project's required inputs. The project manager planned a reserve budget to allow the project to continue in the event of this occurrence. However, when the risk is realized, the project manager should not assume that the reserve budget is sufficient or appropriate to deal with the situation. The project manager should inform the sponsor that the risk has been realized and that a decision has to be made for the project to continue, using contingency reserves as a tool. This option can help the project manager communicate the status and impact of the risk, as well as seek the sponsor's guidance and approval for using the reserve budget or any other alternative actions. Asking the supplier to continue providing software support, telling the project team to stop work, or advising the supplier that the sponsor will pay for software support are not the best options, as they do not address the issue of risk response implementation, or may be unrealistic or ineffective to resolve the situation. References: PMBOK Guide, 7th edition, pages 263-264, 11.4 Implement Risk Responses.

NEW QUESTION 142

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