PMP

Exam Questions PMP

Project Management Professional

NEW QUESTION 1
A project team is in the planning stage and has prepared a list of activities and completed sequencing the activities. During a review, theteam noted that there is a dependency missing between:
* Test the product
* Release to customer
According to the quality management plan, the product must be tested before being released.
How should the project manager enter this dependency?

A. Start to start
B. Start to finish
C. Finish to start
D. Finish to finish

Answer: C

Explanation:
A finish to start dependency means that the successor activity cannot start until the predecessor activity has finished. In this case, the product testing is the predecessor activity and the product release is the successor activity. The product release cannot start until the product testing has finished, according to the quality management plan. Therefore, the project manager should enter this dependency as a finish to start dependency. This is an example of a mandatory dependency, which is required by the nature of the work or by contract or law. References: PMBOK Guide, 6th edition, page 205; 4 Types of Dependencies In Project Management

NEW QUESTION 2
A project manager is working on a project nearing completion using a hybrid approach.
During the last daily standup, the team identified a risk of not delivering on time
because team members have not initiated any of the tasks assigned to them. The project has a hard deadline to complete the agreed-on deliverables.
What should the project manager do in this situation?

A. Hire additional resources to increase capacity using the contingency budget.
B. Empower the team to self-organize and make decisions to overcome the delay.
C. Reassign the remaining tasks to the most experienced team members.
D. Inform the sponsor about the degraded performance of the team members.

Answer: B

Explanation:
According to the PMBOK® Guide – Seventh Edition1, a hybrid approach in project management is a combination of two or more methodologies or systems that aims tocreate a new and better model. A hybrid approach can blend elements from predictive and adaptive methods, such as waterfall and agile, to suit the needs and context of the project. A hybrid approach can provide flexibility, responsiveness, and customer satisfaction, as well as clarity, structure, and control.
In this scenario, the project manager is using a hybrid approach to deliver the project, which means that the team should be able to adapt to changes and uncertainties, as well as follow the agreed-on plan and scope. The team has identified a risk of not delivering on time, which is a serious threat to the project success. The project manager should act quickly and effectively to mitigate this risk and ensure the timely completion of the project.
The best option for the project manager to do in this situation is to empower the team to
self-organize and make decisions to overcome the delay (option B). This is consistent with the agile principle of trusting the team to deliver the best value to the customer2. By empowering the team, the project manager can foster a sense of ownership, accountability, and motivation among the team members, and enable them to collaborate, communicate, and solve problems more efficiently and creatively. The team can also leverage their skills, knowledge, and experience to prioritize, plan, and execute the tasks that are most critical and valuable for the project.
The other options are not the best actions to take in this situation, as they may not address the root cause of the delay, and may have negative consequences for the project and the team. Hiring additional resources to increase capacity using the contingency budget (option
A) may not be feasible or effective in a hybrid environment, where the team is expected to be cross-functional, self-organizing, and collaborative. Adding new resources may introduce communication and coordination challenges, increase the complexity and cost of the project, and disrupt the team dynamics and performance. Reassigning the remaining tasks to the most experienced team members (option C) may not be fair or realistic, as it may overload and demoralize the experienced team members, and undermine the trust and collaboration among the team. It may also create a dependency and a single point of failure for the project. Informing the sponsor about the degraded performance of the team members (option D) may not be helpful or constructive, as it may damage the relationship
and reputation of the team, and may not provide any solution or action plan for the delay. It may also violate the principle of transparency and feedback, which requires the project manager to communicate openly and honestly with the team and the stakeholders, and to provide constructive and timely feedback to improve the team performance3.
References: 1: PMBOK® Guide – Seventh Edition | Project Management
Institute 2: Principles behind the Agile Manifesto 3: Agile Practice Guide | Project Management Institute

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 interfaces with other projects that are in the same portfolio but are being developed in international locations. One ofthe international projects hassuggested a tactical change that needs to be implemented in this project.
What should the project manager do next?

A. Reject the change request since it may negatively impact the project's performance.
B. Implement the change request as soon as possible to avoid accumulating new scope.
C. Keep the focus on the priority items while the change goes through the change control process.
D. Use the team's connections with international colleagues to get early warnings on future changes.

Answer: C

Explanation:
 The change control process is a set of procedures that ensures that any proposed changes to the project scope, schedule, cost, quality, or other aspects are evaluated, approved, and implemented in a controlled and coordinated manner. The project manager should follow this process when receiving a change request from another project, regardless of its origin or urgency. The project manager should also keep the focus on the priority items while the change is being assessed, as not to disrupt the project progress or performance. The other options are not appropriate, as they either ignore the change request, bypass the change control process, or rely on informal communication channels. References: PMBOK Guide, 7th edition, page 112-113.

NEW QUESTION 5
A project manager has been selected to deliver one of an organization's key flagship solutions. Critical success factors include agility, market adaptation,and a quick response to market offerings.
What is one of the key activities that the project manager should undertake to ensure company success?

A. Request more funding from the project sponsor to hire additional skilled resources and to incorporate additional quality in the project deliveryapproach and outcome.
B. Conduct periodical reviews of the project plans, objectives, and deliverables to ensure all relevant data are captured to continue making informedproject decisions.
C. Create a business case after performing a market review, and then submit it to the sponsor to modify the project deliverable to meet the newly definedobjectives.
D. Review the project objectives with the project sponsor to agree on more realistic and achievable project plans and deliverables.

Answer: B

Explanation:
 For a project that requires agility, market adaptation, and a quick response to market offerings, the project manager should conduct periodical reviews of the project plans, objectives, and deliverables to ensure all relevant data are captured to continue making informed project decisions. This will help the project manager to monitor the project performance, identify and respond to changes, and deliver value to the customer. The other options are not as effective or appropriate as the correct answer, as they may increase the project cost, scope, or risk, or compromise the project quality or customer satisfaction. References: PMBOK Guide, 7th edition, page 30-31, 34-35, 40-41.

NEW QUESTION 6
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 7
An organization is embarking on the deployment of a new digital solution that will revolutionize purchasing services. The project manager has created all the

necessary plans and activities to ensure a successful integration and solution launch. There is a risk of a partner's system being unavailable which could impact the project negatively.
What key activity is needed to ensure the project's success?

A. Continuously monitor the risk of the partner system's unavailability, and put the proper resolution plans in place in case the risk materializes into an actual issue.
B. Communicate to the project stakeholders that full integration may not be possible and that the project will potentially be delayed as a result.
C. Eliminate the risk by mandating the partner to change the system settings to facilitate an easier integration with the new solution.
D. Mitigate the risk by developing alternative plans to make the solution ready and available without full integration capabilities.

Answer: D

Explanation:
The key activity that is needed to ensure the project's success is to mitigate the risk of the partner's system being unavailable by developing alternative plans to make the solution ready and available without full integration capabilities. According to the PMBOK® Guide, risk mitigation is a risk response strategy that involves reducing the probability and/or impact of a negative risk1. In this case, the risk of the partner's system being unavailable is a negative risk that could affect the project scope, schedule, cost, and quality. Therefore, the project manager should mitigate the risk by developing alternative plans to deliver the solution with partial or no integration with the partner's system, and to ensure the solution meets the customer needs and expectations. This way, the project manager can minimize the impact of the risk on the project performance and ensure the project's success. The other options are not the key activities that are needed to ensure the project's success, as they do not address the need to mitigate the risk.
? Continuously monitoring the risk of the partner system's unavailability and putting the proper resolution plans in place in case the risk materializes into an actual issue is a necessary but not sufficient activity that does not involve mitigating the risk before it occurs. Monitoring risks is the process of tracking the implementation of risk response plans, identifying and analyzing new risks, and evaluating risk process effectiveness1. Resolution plans are also known as contingency plans or fallback plans, which are implemented only if the risk occurs1. Theseactivities do not reduce the probability and/or impact of the risk, which is the goal of risk mitigation.
? Communicating to the project stakeholders that full integration may not be possible and that the project will potentially be delayed as a result is an important but not sufficient activity that does not involve mitigating the risk before it occurs. Communicating risks is the process of sharing information about risks with the project stakeholders, such as the risk status, progress, and issues1. This activity does not reduce the probability and/or impact of the risk, which is the goal of risk mitigation.
? Eliminating the risk by mandating the partner to change the system settings to facilitate an easier integration with the new solution is an unrealistic and inappropriate activity that does not involve mitigating the risk before it occurs. Eliminating risks is a risk response strategy that involves removing the risk entirely1. In this case, the project manager cannot eliminate the risk by mandating the partner to change the system settings, as the partner may not agree or comply with the request, and the system settings may not be the only cause of the risk.
This activity does not reduce the probability and/or impact of the risk, which is the goal of risk mitigation.
References: 1: PMBOK® Guide, 7th edition, pages 97-99.

NEW QUESTION 8
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 differentrequirements?

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 project12. 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 9
A project team member identified a procurement risk and sent an email to the project sponsor highlighting the risk. The sponsor forwarded the email to the project managerasking for further details. After speaking with the sponsor, the project manager decided to take preventive action.
Which document should the project manager review with their team?

A. Procurement management plan
B. Communications management plan
C. Quality management plan
D. Risk management plan

Answer: D

Explanation:
The risk management plan is the document that defines how the project team will identify, analyze, respond to, and monitor risks throughout the project. It also establishes the risk categories, definitions, thresholds, roles and responsibilities, and reporting formats for risk management. The project manager should review the risk management plan with their team to ensure that they are following the agreed-upon processes and procedures for dealing with risks, especially when a new risk is identified or a preventive action is taken. The other options are not relevant to the scenario, as they do not address the procurement risk or the preventive action. References: = A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Sixth Edition, Chapter 11: Project Risk Management, Section 11.1: Plan Risk Management, Page 397-398.

NEW QUESTION 10
During the planning stage of a project the project manager realizes that a standard stakeholder engagement approach will not suffice. One of the client representatives, who is not a key decision maker, is extremely opinionated. This client representative could become a roadblock to progress due to their perceived level of authority during meetings.
How should the project manager handle this moving forward?

A. Update the project schedule to cater to this particular stakeholder.
B. Allocate time to gain buy-in from the stakeholder prior to key decision meetings.
C. Ask that only key decision makers attend the project meeting
D. O
E. Update the risk register to consider the possible project impacts.

Answer: B

Explanation:
According to the PMBOK Guide, 7th edition, one of the key practices for stakeholder engagement is to "engage stakeholders to understand their needs, expectations, and interests, and to obtain their support and commitment for the project" (p. 121). This practice involves identifying and analyzing stakeholders, developing and implementing stakeholder engagement plans, and monitoring and adjusting stakeholder engagement activities. The project manager should allocate time to gain buy-in from the stakeholder prior to key decision meetings, as this will help to reduce resistance, increase collaboration, and enhance the quality of decisions. Updating the project schedule, asking that only key decision makers attend the meetings, or updating the risk register are not effective ways to handle the situation, as they do not address the root cause of the problem, which is the stakeholder's lack of alignment with the project objectives and approach. References: PMBOK Guide, 7th edition, p. 121-122; PMP Exam Content Outline, Domain II: Process, Task 4.

NEW QUESTION 10
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 newtechnology. 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 13
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 18
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 thissituation, 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 22
A research and development team is finishing up a two year initiative. The project manager is focused on the closing activities for the project.
Which activity should be considered as a priority?

A. Mark the product backlog completion status and update the communications management plan.
B. Release the resources and plan for a project completion celebration.
C. Hold a steering committee meeting to inform them of the project completion.
D. Ensure that knowledge transfer activities are executed as planned.

Answer: D

Explanation:
According to the PMBOK Guide 7th Edition, one of the principles of project management is to "enable knowledge sharing". This means that the project manager should facilitate the creation, collection, distribution, and use of project knowledge throughout the project life cycle and beyond. The project manager should also ensure that knowledge transfer activities are executed as planned, such as documenting lessons learned, updating organizational process assets, and transferring deliverables to the customer or sponsor. The PMBOK Guide 7th Edition also states that "closing is the process of finalizing all activities across all aspects of the project". The project manager should prioritize the activities that ensure the completion and acceptance of the project deliverables, the satisfaction of the project stakeholders, and the learning and improvement of the project team and the organization. Therefore, the best answer is D. References: PMBOK Guide 7th Edition, pages 11, 12, 55, 56, 57.

NEW QUESTION 27
A project manager needs the team to define the steps and identify the risks of migrating data to a new system. What type of leadership should the project manager use to accomplish this?

A. Servant
B. Dynamic
C. Laissez-faire
D. Transformational

Answer: A

Explanation:
= The project manager should use a servant leadership style to accomplish this task. A servant leader is someone who focuses on serving the needs and interests of the team, rather than directing or controlling them. A servant leader empowers the team to make decisions, fosters collaboration and trust, and supports the team's growth and development. A servant leader can help the team define the steps and identify the risks of migrating data to a new system by facilitating discussions, providing guidance, removing impediments, and ensuring alignment with the project vision and goals. References: (Project Management Professional (PMP) Reference Materials source and documents)
? A Guide to the Project Management Body of Knowledge (PMBOK® Guide) –
Seventh Edition, Chapter 3: Project Management and Delivery Principles, Section 3.2: Leadership
? Agile Practice Guide, Chapter 2: An Agile Mindset, Section 2.2: Empowerment and Collaboration
? [PMP Exam Content Outline], Domain III: People, Task 7: Lead a team.

NEW QUESTION 30
A project team is facing challenges understanding how to deliver a project's scope. A senior subject matter expert (SME) from the organization's global office is in town for 1 week.
What should the project manager do to benefit from the SME's presence?

A. Ask the SME to review the scope for alignment with the project charter.
B. Organize a mentoring session with the team and the SME.
C. Meet with the SME to discuss the current challenges the team is facing.
D. Review the project scope statement with the SME.

Answer: B

Explanation:
The project manager should organize a mentoring session with the team and the SME to benefit from the SME's presence. This way, the project manager can facilitate knowledge transfer, skill development, and problem-solving among the team members. The project manager can also use this opportunity to clarify any doubts or issues related to the project scope and requirements. A mentoring session can also enhance the team's motivation, confidence, and performance. References: PMBOK Guide, 6th edition, page 349, Top 60+ PMP Exam Questions and Answers for 2023 - KnowledgeHut

NEW QUESTION 35
A company has decided to implement a new archiving system. A data breach occurred during the implementation of the project.
What should the project manager do first?

A. Ask the team to fix the system to resolve the issue.
B. Update the risk register with the risk and proposed impact.
C. Implement the planned risk response to handle the issue.
D. Review possible alternative documentation methods with team.

Answer: C

Explanation:
The project manager should first implement the planned risk response to handle the issue of data breach, which is a negative risk or threat to the project. The project manager should have identified, analyzed, and planned for such a risk in the risk management process and documented the appropriate risk response strategy and actions in the risk register. Implementing the risk response will help to minimize the impact of the risk on the project objectives and stakeholders. Asking the team to fix the system, updating the risk register, or reviewing alternative documentation methods are not the first actions to take, as they may not address the root cause or the severity of the issue, or they may be part of the risk response implementation. References:
? PMBOK® Guide 7th Edition, Chapter 9: Uncertainty, Section 9.2: Respond to Uncertainty, Page 233
? PMBOK® Guide 6th Edition, Chapter 11: Risk Management, Section 11.5: Implement Risk Responses, Page 442
? Agile Practice Guide, Chapter 3: Implementing Agile: Creating an Agile Environment, Section 3.4: Delivery Practices, Page 41

NEW QUESTION 36
A project is starting its third iteration out of six. During planning, the team realized that all of the requirements were not defined clearlyenough 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 37
A product is undergoing its last iterative increment, and the project team is ready to make the final deployment. The company's financial manager is asking the project teamto complete the deployment andclose the project as soon as possible so it can be capitalized.
What should the project manager do?

A. Ignore the stakeholder's request as there is a defined plan.
B. Update the acceptance criteria for the iteration.
C. Check on the definition of done (DoD) for the project.
D. Expedite the final deployment and close the project.

Answer: C

Explanation:
The definition of done (DoD) is a clear and concise list of requirements that a project increment must meet before it is considered complete and potentially releasable1. The project manager should check on the DoD for the project to ensure that the product meets the quality standards and stakeholder expectations before deploying it. Ignoring the stakeholder's request (A) or expediting the final deployment (D) may compromise the quality and value of the product. Updating the acceptance criteria (B) may introduce scope changes and delays in the project. References: 1: PMBOK Guide, 6th Edition, p. 176.

NEW QUESTION 40
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 theproject 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 43
A project manager has recently taken over a project and notices that a client team member often halts progress due to a lack of understanding of some project elements. The former project manager gave the
new project manager a complete list of people to communicate with, and this client team member is not on it.
What should the project manager do?

A. Submit a change request to cover extra hours associated with project meetings.
B. Speak with the client team member about the continuous delays during project meetings.
C. Update the communications matrix to ensure that client team member is included.
D. Increase the project meeting frequency and duration to allow for the extra work required.

Answer: C

Explanation:
= A communication matrix is a tool that helps project managers plan, execute, and evaluate the communication strategies for a project. It includes information

such as the communication methods, frequency, audience, owner, and purpose for each stakeholder. Updating thecommunication matrix is important to ensure that all relevant stakeholders are informed and engaged in the project, and to avoid communication gaps or conflicts. The project manager should update the communication matrix to include the client team member who is not on the list given by the former project manager, and to ensure that the client team member receives the appropriate level and type of communication for their role and needs. This will help the project manager address the client team member's lack of understanding and prevent further delays in the project progress. The other options are not the best choices, because they do not address the root cause of the problem, which is the lack of communication with the client team member. Submitting a change request to cover extra hours associated with project meetings (A) may not be necessary or feasible, and it does not guarantee that the client team member will understand the project elements better. Speaking with the client team member about the continuous delays during project meetings (B) may be confrontational and ineffective, and it does not solve the communication issue. Increasing the project meeting frequency and duration to allow for the extra work required (D) may be counterproductive and inefficient, and it may not suit the communication preferences of the client team member or other stakeholders. References: = Project Management Professional (PMP) Exam Content Outline, A Guide to the Project Management Body of Knowledge (PMBOK Guide), Sixth Edition, Communication Matrix How-To & Template | TeamGantt, Free Communication Matrix Templates With How-To | Smartsheet

NEW QUESTION 44
A project team was asked to resume development activities on a project that was suspended for a few months due to the fast-changing environment and conditions. What should the project lead do?

A. Review the items remaining in the backlog with the project team.
B. Ask the program manager to approve the backlog with the client.
C. Review the items remaining in the backlog with the project sponsor.
D. Ask the project team to approve all of the remaining backlog items.

Answer: A

Explanation:
 = This answer is based on the agile practice of backlog refinement, which is the process of reviewing, updating, and prioritizing the backlog items with the project team and other stakeholders. By reviewing the items remaining in the backlog with the project team, the project lead can ensure that the team has a clear and shared understanding of the project scope, requirements, and value. This will also help to identify and address any changes, dependencies, risks, or issues that may have occurred during the suspension of the project. This approach will enable the project team to resume the development activities with confidence and alignment. 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 48
During project execution, a client asks to add one more features to the product. After performing a change request analysis, the project manager realizes the necessary equipment will not be available in time tosupport 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 52
A local company is developing a new product and, for the first time, using a remote team for the programming tasks of features. The design for the product comes from the local team. During the third sprint review, the product owner has concerns about the project's outcomes. The remote development team is complaining that they do not clearly understand the requirements conveyed in the daily standup meetings. How should the project manager address this situation?

A. Review lessons learned from previous projects and organizational process assets (OPAs).
B. Evaluate and reassign the developing tasks to a local vendor who has worked on previous projects.
C. Determine the communication needs, environment, and tools to get the message across.
D. Document the risk in the risk management plan and use contingency reserves to hire a local vendor.

Answer: C

Explanation:
 = The project manager should address this situation by determining the communication needs, environment, and tools to get the message across. This is because the root cause of the problem is the lack of effective communication between the local and remote teams. The project manager should identify the stakeholders, their information needs, the communication methods, the frequency, the format, and the feedback mechanisms to ensure that the requirements are clearly understood and agreed upon by both teams. The project manager should also consider the cultural, linguistic, and technological differences that may affect the communication process and use appropriate tools and techniques to overcome them.
? Option A is not a good action, as reviewing lessons learned from previous projects and OPAs may not provide relevant or useful information for the current situation. The project manager should focus on the current communication issues and not rely on past experiences that may not be applicable or effective.
? Option B is not a good action, as evaluating and reassigning the developing tasks to a local vendor who has worked on previous projects may not be feasible or desirable. It may also create additional costs, risks, and delays for the project. The project manager should try to resolve the communication issues with the existing remote team and not change the project scope or resources without proper justification and approval.
? Option D is not a good action, as documenting the risk in the risk management plan and using contingency reserves to hire a local vendor is a reactive and costly

approach. The project manager should try to prevent or mitigate the risk of communication failure and not wait until it becomes an issue that requires corrective action. The project manager should also not use the contingency reserves for planned changes that are not related to unforeseen events or risks. References:
? [PMBOK Guide], 6th edition, page 368, section 10.1
? [Agile Practice Guide], page 27, section 2.4.1
? [PMP Exam Content Outline], page 10, task 5 under domain 2

NEW QUESTION 54
A project manager has been approached by the project sponsor about adding fo the project scope. How should the project manager accommodate this request?

A. Disregard the request since the project scope is finalized.
B. Create a change request for the change control board (CCB) to review.
C. Update the project team about the change request.
D. Adjust the project schedule to accommodate the new project scope requests.

Answer: B

Explanation:
 According to the PMBOK® Guide, a change request is a formal proposal to modify any document, deliverable, or baseline1. A change request can be initiated by any stakeholder, including the project sponsor, and should be processed through the perform integrated change control process2. The change control board (CCB) is a formally chartered group responsible for reviewing, approving, rejecting, or delaying changes on the project3. The project manager should create a change request for the CCB to review and evaluate the impact of the proposed scope change on the project objectives, constraints, and other knowledge areas. The project manager should not disregard the request, update the team, or adjust the schedule without following the change management plan and obtaining the CCB's approval. References: 1:PMBOK® Guide, 6th edition, p. 112 2: PMBOK® Guide, 6th edition, p. 123 3: PMBOK® Guide, 6th edition, p. 125 : PMBOK® Guide, 6th edition, p. 128

NEW QUESTION 55
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 56
A project has been running successfully for 2 months. At a regular project meeting, the team raises several potential obstacles to future progress. The obstacles include vendor delivery performance, technical performance of a subsystem, and conflict with another division of the organization.
What should the project manager do next?

A. Determine a change response to identify and resolve the obstacles to move the project forward.
B. Escalate the obstacles to the project sponsor for assistance with resolution.
C. Engage with the external stakeholders and the other division of the organization to resolve the issues.
D. Work with the team and others in the network to assess and prioritize the obstacles.

Answer: D

Explanation:
 The comprehensive and detailed explanation is as follows:
The project manager should work with the team and others in the network to assess and prioritize the obstacles, because this is part of the monitor and control project work process, which involves tracking, reviewing, and reporting the progress and performance of the project, and identifying and initiating change requests as necessary. The project manager should also use the perform integrated change control process to review and approve change requests, and update the project documents and plans accordingly.
The other options are not correct because:
? A. Determine a change response to identify and resolve the obstacles to move the project forward. This is not the next step, because the project manager should first assess and prioritize the obstacles before determining a change response. Moreover, the change response should be approved by the change control board before implementation.
? B. Escalate the obstacles to the project sponsor for assistance with resolution.
This is not the best option, because the project manager should try to resolve the obstacles within the project team and network first, before escalating them to the project sponsor or other senior management. Escalating the obstacles too soon may indicate a lack of leadership and problem-solving skills on the part of the project manager.
? C. Engage with the external stakeholders and the other division of the organization to resolve the issues. This is not the next step, because the project manager should first assess and prioritize the obstacles with the project team and network, and then determine the appropriate communication and stakeholder engagement strategies to resolve the issues. Engaging with the external stakeholders and the other division of the organization without a clear plan may lead to confusion and conflict.
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

ProjectManagement 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 3: The Role of the Project Manager : A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Sixth Edition, Chapter 13: Project Stakeholder Management

NEW QUESTION 60
A project manager is working on a major construction project. Part of the agreed-upon plan was to use a cloud-based system with a server that runs on high-speed internet service since most of the team members work virtually. The company needs to reduce operating costs as much as possible and management insists that the project will now use a system running on a conventional dial-up service. What should the project manager do next?

A. Meet with management about their decision and ask them to get another project manager.
B. Agree with management and continue working the project management plan.
C. Replace some of the team members that work virtually to help the company save money.
D. Evaluate the impact of this decision and communicate with management.

Answer: D

Explanation:
The project manager should evaluate the impact of this decision on the project scope, schedule, cost, quality, risk, and stakeholder satisfaction. The project manager should also communicate with management about the potential benefits and drawbacks of using a conventional dial-up service instead of a cloud-based system. The project manager should present alternative solutions and recommendations based on the analysis. 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 find a mutually acceptable solution. References: = A Guide to the Project Management Body ofKnowledge (PMBOK® Guide) – Seventh Edition, Chapter 4: Project Performance, Section 4.2: Monitor and Control Project Work, Page 105-106.

NEW QUESTION 61
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 manageris 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 62
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 70

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 74
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 77
After meeting with stakeholders, a project manager working at a computer gaming company is creating a project management plan for thecompany's newest offering. Theproject manager learns that the company's main competitor is scheduled to release a similar offering leveraging the newest technology. Theproject manager fears that thecompetitor's offering is better in multiple ways compared to the project manager's project.
What should the project manager do?

A. Perform a Kano analysis factoring in the competitor's offering and present it to the stakeholders.
B. Meet with the development team to see what changes will improve the project compared to the competition's deliverable.
C. Meet with the project team to discuss the concerns and determine how to ensure the project's deliverable can compete with the competitor's.
D. Note this concern in the risk register and meet with the sales team to identify mitigation options factoring in the competitor's offerings.

Answer: C

Explanation:
According to the PMBOK Guide 7th Edition, the project manager should lead and support the project team and collaborate with them to deliver the project outcomes. In this case, the project manager should meet with the project team to discuss the concerns and determine how to ensure the project's deliverable can compete with the competitor's, such as by incorporating customer feedback, enhancing the features, or applying the newest technology. The project manager should not perform a Kano analysis,
as this is a technique to prioritize the customer requirements, not the competitor's. The project manager should not meet with the development team only, as this may exclude other team members who may have valuable inputs. The project manager should not note this concern in the risk register and meet with the sales team only, as this may not address the root cause of the problem and may not involve the project team12. References: PMBOK Guide 7th Edition, Chapter 3: Project Performance Domain, Section 3.3: Lead the Team, Page 65; Chapter 4: Project Delivery, Section 4.2: Collect Requirements, Page 89.

NEW QUESTION 81
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 84
A project manager is leading a hybrid project. The only available resources that have experience with agile are not at the project manager's location. The project has a strict schedule and budget, and the project manager is concerned about their ability to deliver it. What should the project manager do?

A. Plan to have the agile resources temporarily relocate to the project manager's location.
B. Advise the sponsor that the project will be delayed as agile training will be required.
C. Engage the agile resources through video conferencing on a daily basis.
D. Request a budget extension to get local resources experienced in agile.

Answer: C

Explanation:
According to the PMBOK Guide, 6th edition, a hybrid project is a project that uses a combination of predictive, iterative, incremental, and agile approaches to deliver the project objectives. A hybrid project may require different types of resources, skills, and methods to manage the project effectively. In this question, the project manager is leading a hybrid project that involves agile resources who are not at the same location as the project manager. The project also has a strict schedule and budget, which means that the project manager has to balance the scope, time, and cost constraints of the project. The question asks what the project manager should do in this situation.
Based on this information, the best answer is option C, which is to engage the agile resources through video conferencing on a daily basis. This is because video conferencing is a tool that can facilitate communication and collaboration among geographically dispersed team members. Video conferencing can also help the project manager to monitor the progress and performance of the agile resources, as well as to provide feedback and guidance. Video conferencing can also support the agile practices of daily stand-up meetings, sprint reviews, and retrospectives, which are essential for agile teams to deliver value and quality. Engaging the agile resources through video conferencing on a daily basis can help the project manager to overcome the challenges of leading a hybrid project, as well as to meet the schedule and budget constraints of the project.
Option A, which is to plan to have the agile resources temporarily relocate to the project manager's location, is not a good answer. This is because relocating the agile resources may not be feasible or cost-effective, as it may involve additional expenses, logistics, and risks. Relocating the agile resources may also disrupt their work environment, productivity, and motivation. Relocating the agile resources may not be necessary, as video conferencing can provide a similar level of interaction and collaboration.
Option B, which is to advise the sponsor that the project will be delayed as agile training will be required, is not a good answer. This is because delaying the project may not be acceptable, as the project has a strict schedule constraint. Delaying the project may also affect the stakeholder satisfaction, business value, and project benefits. Agile training may not be required, as the agile resources already have experience with agile. The project manager may only need to provide some orientation and guidance on how the agile resources can work effectively with the rest of the project team.
Option D, which is to request a budget extension to get local resources experienced in agile, is not a good answer. This is because requesting a budget extension may not beapproved, as the project has a strict budget constraint. Requesting a budget extension may also indicate poor planning and resource management by the project manager. Getting local resources experienced in agile may not be easy or quick, as it may involve hiring, contracting, or training processes. Getting local resources experienced in agile may not be necessary, as the agile resources can work remotely with the project manager and the project team through video conferencing. References: PMBOK Guide, 6th edition, Chapter 1: Introduction1; Chapter 3: The Role of the Project Manager2; Chapter 9: Project Resource Management3; Chapter 10: Project Communications Management4; PMI, 2023, PMP Exam Content Outline, Domain II: Process, Task 7: Plan and manage project/phase resources.

NEW QUESTION 87
A project team member is having difficulty delivering assigned tasks for a project that is at risk of being delayed. The main issue is that the team member does not understand a new
system that was recently implemented.
What should the project manager do?

A. Escalate the team member's performance to the project sponsor.
B. Ask the team member to learn the new system as on-the-job training.
C. Issue a change request to extend the project schedule.
D. Assign an experienced resource to support the team member.

Answer: D

Explanation:
According to the PMBOK® Guide, project resource management involves the processes of planning, acquiring, developing, managing, and controlling project resources. The project manager is responsible for ensuring that the project team members have the necessary skills, knowledge, and abilities to perform their assigned tasks. One of the tools and techniques for developing the project team is training, which includes formal or informal learning activities to enhance the competencies of the team members. The project manager should assign an experienced resource to support the team member who is having difficulty with the new system, and provide them with the appropriate training to help them understand and use the system effectively. This will help the project manager to improve the team member's performance, reduce the risk of delay, and increase the quality of the deliverables. References:
? PMBOK® Guide, Sixth Edition, Chapter 9: Project Resource Management, pp.313-360.
? PMP Exam Prep Coursebook, Chapter 9: Project Resource Management, pp. 9-1 - 9-16.

NEW QUESTION 89
A project is about to start with a global project team. Travel is not a viable option for project team members, so most will participate virtually.
What should the project manager do to engage the team?

A. Invest in a virtual collaboration/colocation environment.
B. Ask human resources (HR) for team-building recommendations.
C. Schedule weekly team meetings to encourage collaboration.
D. Have one-on-one meetings with team members to improve communication.

Answer: A

Explanation:
 = A virtual collaboration/colocation environment is a tool or a platform that enables project team members to communicate, share information, and work together effectively across different locations and time zones. It can help to create a sense of team identity, trust, and cohesion, as well as reduce the challenges of virtual communication such as misunderstandings, delays, and conflicts. Investing in such an environment can enhance the engagement and performance of the global project team. References:
= PMBOK Guide, 6th edition, page 368; PMP Exam Content Outline, 2021, page 9

NEW QUESTION 92
A project manager is assigned midway through a project. The team members are in different locations across the country and they are unable to meet in-person often. During a status review meeting, one of
the stakeholders highlighted that they were unaware of the status for the project deliverables.
What should the project manager do first?

A. Request the project team include the stakeholder's details and make sure the project status reports are shared with the stakeholder.
B. Schedule a meeting with the stakeholder, and include the stakeholder's needs in the project management plan.
C. Review the stakeholder management plan and update the stakeholder register for incorporation in the project management plan.
D. Review the communications management plan and verify whether the stakeholder's needs are captured in the project management plan.

Answer: D

Explanation:
 The communications management plan is a component of the project management plan that describes how the project information will be communicated to the stakeholders, including thefrequency, format, content, and methods of communication1. The project manager should review the communications management plan and verify whether the stakeholder's needs are captured in the project management plan, and if not, update the plan accordingly. This will help to ensure that the stakeholder receives the appropriate information at the right time and in the right way. Requesting the project team to include the stakeholder's details and share the project status reports (A) may not be sufficient or effective, as the stakeholder may have different communication preferences or expectations. Scheduling a meeting with the stakeholder and including the stakeholder's needs in the project management plan (B) may be a good action to take, but not the first one. The project manager should first review the existing communications management plan and identify any gaps or issues before engaging with the stakeholder. Reviewing the stakeholder management plan and updating the stakeholder register © may not be relevant or necessary, as the stakeholder is already identified and engaged in the project. The stakeholder management plan describes how the project manager will manage the stakeholder expectations and influence, not how the project information will be communicated to them2. References: 1: PMBOK Guide, 6th Edition, p. 3672: PMBOK Guide, 6th Edition, p. 513.

NEW QUESTION 94
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, theteam 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, ratherthan 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 97
An experienced project manager is leading an enthusiastic team but realizes the team lacks the experience to complete thejob successfully. What shouldthe project manager do to reduce the risk of project failure?

A. Ask the sponsor to add experienced professionals to the team.
B. Approve the appropriate training program for team members.
C. Provide team members with the necessary coaching and mentoring.
D. Assign a dedicated resource to check the quality of each deliverable.

Answer: C

Explanation:
 According to the PMBOK Guide, the project manager should develop the project team by improving the competencies, interaction, and environment of the team members. The project manager should also use various methods and techniques to enhance the team performance and satisfaction, such as coaching, mentoring, training, feedback, recognition, and rewards. In this scenario, the project manager is leading an enthusiastic team but realizes the team lacks the experience to complete the job successfully. This is a human resource risk that may affect the quality and delivery of the project. The best course of action is to provide team members with the necessary coaching and mentoring to help them acquire the skills and knowledge needed for the project, and to guide them through the challenges and issues that may arise. Providing team members with the necessary coaching and mentoring (option C) is the best solution to the issue, as it demonstrates proactive and effective project human resource management. Asking the sponsor to add experienced professionals to the team (option A) may not be feasible or desirable, as it may incur additional costs and time to onboard and integrate the new resources, and may disrupt the existing team dynamics and morale. Approving the appropriate training program for team members (option B) may also be helpful, but it is not the only or most comprehensive approach. Training is a formal and structured way of imparting knowledge and skills to the team members, but it may not address the specific needs and issues of the project or the team. Coaching and mentoring are more personalized and interactive ways of developing the team members, as they involve providing advice, feedback, support, and encouragement to the team members throughout the project. Assigning a dedicated resource to check the quality of each deliverable (option D) may also be ineffective or inefficient, as it may create a bottleneck and dependency on the resource, and may undermine the trust and responsibility of the team members. The project manager should empower the team members to perform quality assurance and control activities, and to ensure that the deliverables meet the quality standards and expectations of the project. References: : Project Management Institute. (2017). A Guide to the Project Management Body of Knowledge

(PMBOK Guide) (6th ed.). Newtown Square, PA: Author1 : Project Management Professional (PMP)® Certification | PMI 2 : What Counts as Project Management Experience? - CBT Nuggets 3 : PMP® Certification Info Summary | PMI - Project Management Institute 4 : PMP Certification Requirements | Are you eligible for PMP5

NEW QUESTION 102

In a global project, the project manager has to plan and manage communication between the team members and stakeholders in order to ensure the project will remain on track and achieve its goals. What should the project manager do?

A. Conduct an integration meeting among all stakeholders.
B. Consider cultural differences among stakeholders.
C. Understand how political aspects can affect the project.
D. Schedule communication training for management-level stakeholders.

Answer: B

Explanation:

According to the PMBOK Guide, the project manager should consider cultural differences among stakeholders when planning and managing communication in a global project. Cultural differences can affect the communication preferences, styles, expectations, and behaviors of the stakeholders, and may lead to misunderstandings, conflicts, or misalignment of goals. The project manager should be aware of the cultural dimensions, such as power distance, uncertainty avoidance, individualism versus collectivism, masculinity versus femininity, and long-term versus short-term orientation, and how they influence the communication process. The project manager should also use appropriate communication methods, formats, languages, and etiquette to respect and accommodate the cultural diversity of the stakeholders. By considering cultural differences, the project manager can enhance the effectiveness, efficiency, and quality of the project communication, and foster trust, collaboration, and stakeholder satisfaction. References: PMBOK Guide, 6th edition, pages 29, 376, 377, 378, 379.

NEW QUESTION 105

Company A has a culture of adhering to policies and procedures. A project manager is applying an agile approach to their in-house software development project, but even with training, they are still unable to deliver efficiently.
What should the project manager do first to improve this situation?

A. Follow company procedures and retrain team members on the agile approach.
B. Identify key team members who can influence others to contribute efficiently.
C. Empower and coach the team members to focus on project delivery results.
D. Ask company management to delay the project and grant it additional time.

Answer: C

Explanation:

The project manager should empower and coach the team members to focus on project delivery results, as this is one of the core values and principles of agile project management. According to the Agile Practice Guide, the project manager should create an environment of trust, collaboration, and experimentation, where team members are empowered to make decisions, take ownership of their work, and deliver value to the customer. The project manager should also coach the team members to adopt an agile mindset, embrace change, and continuously improve their processes and practices. Following company procedures and retraining team members on the agile approach (A) is not the best option, as it may not address the root cause of the problem, which is the lack of empowerment and coaching. Identifying key team members who can influence others to contribute efficiently (B) is not enough, as the project manager should also provide guidance and support to the whole team, not just a few individuals. Asking company management to delay the project and grant it additional time (D) is not a proactive or effective way to improve the situation, as it may increase the cost and risk of the project, and reduce the customer satisfaction and trust. References: Agile Practice Guide, pages 9- 10, 14-15, 25-26, 77-78.

NEW QUESTION 107

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.
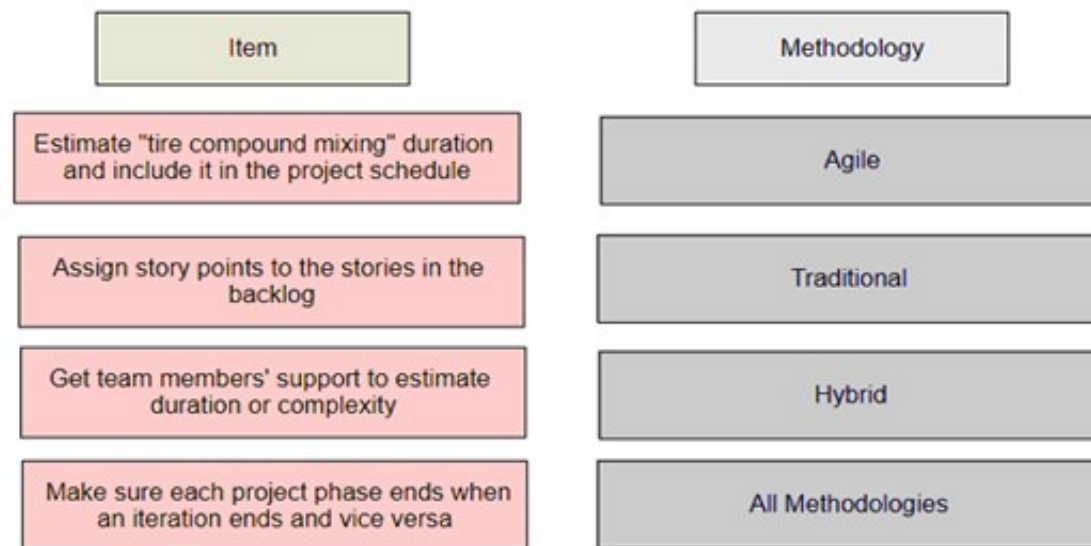
Answer: D

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 112
DRAG DROP
A project manager in an automotive company is scheduling activities for a complex project Some of the project requirements are fixed and some are flexible Match the items on the left with the methodology on the right that the project manager is using.
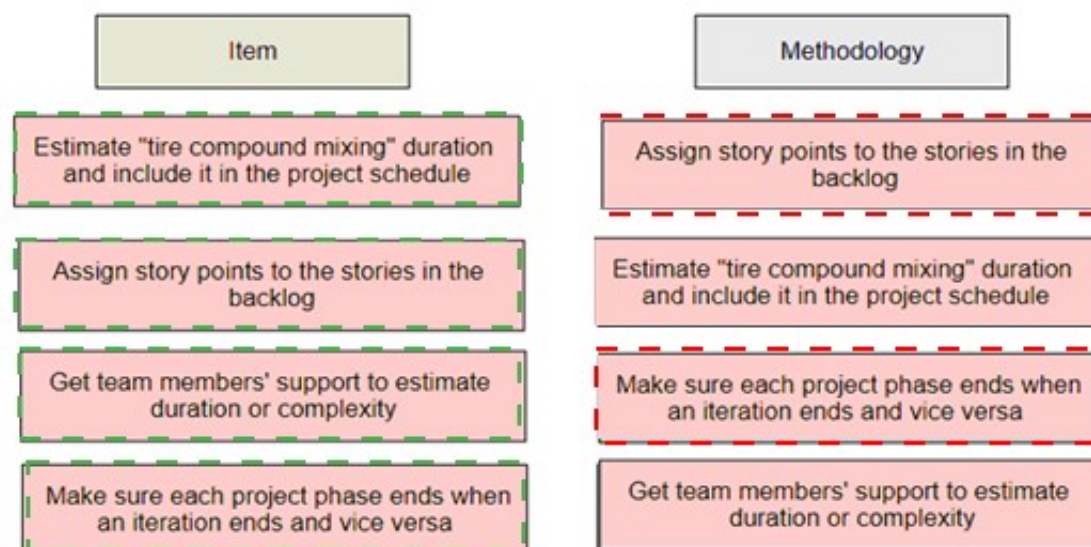
Item		Methodology
Estimate "tire compound mixing" duration and include it in the project schedule		Agile
Assign story points to the stories in the backlog		Traditional
Get team members' support to estimate duration or complexity		Hybrid
Make sure each project phase ends when an iteration ends and vice versa		All Methodologies

A. Mastered
B. Not Mastered

Answer: A

Explanation:

Item		Methodology
Estimate "tire compound mixing" duration and include it in the project schedule		Assign story points to the stories in the backlog
Assign story points to the stories in the backlog		Estimate "tire compound mixing" duration and include it in the project schedule
Get team members' support to estimate duration or complexity		Make sure each project phase ends when an iteration ends and vice versa
Make sure each project phase ends when an iteration ends and vice versa		Get team members' support to estimate duration or complexity

NEW QUESTION 117
A project team member complained to the project manager that they are not sure if they are working on the latest requirements document because it was emailed to them about one week ago. They mentioned that, in the past, they worked on a document for more than 20 hours only to find out later that another team member had already updated that same document but did not send them the latest revisions.
What should the project manager do to avoid this situation in the future?

A. Implement a project management information system (PMIS).
B. Encourage better team communication by positioning team members closer together.
C. Update the communications management plan to ensure correct delivery of the latest version.
D. Restrict team members from sending the requirements documents via email.

Answer: A

Explanation:
A project management information system (PMIS) is a tool that helps project managers and team members to collect, organize, and distribute project information. A PMIS can also facilitate collaboration and communication among project stakeholders, as well as control changes and manage configuration of project documents. By implementing a PMIS, the project manager can avoid the situation of having outdated or conflicting versions of the requirements document, and ensure that everyone is working on the same page. References: = PMBOK Guide, 6th Edition, Section 4.1.2.2, Project Management Information System1; PMP Exam Prep, 10th Edition, Page 1312

NEW QUESTION 121
While following up on a deliverable, a team member expresses concern to the project manager about working with another team member. This team member states that the other team member, who is a functional manager, is often defensive and aggressive during meetings.
How should the project manager handle this situation?

A. Report the disruptive team member to the human resource (HR) department.
B. Suggest that the team member ignore the disruptive team member and focus only on the work.
C. Monitor the situation for a few weeks to determine if the disruptive team member's attitude changes.
D. Encourage both team members to meet as soon as possible and resolve the problem.

Answer: D

Explanation:
= According to the PMBOK Guide, 7th edition, one of the project manager's roles is to facilitate collaboration among team members and stakeholders1. This includes resolving conflicts and promoting a positive team environment2. Therefore, the best option for the project manager is to encourage both team members to meet as soon as possible and resolve the problem. This way, the project manager can help them understand each other's perspectives, find common ground, and reach a mutually acceptable solution3. Reporting the disruptive team member to the HR department (option A) may escalate the

conflict and damage the trust and relationship between the team members. Suggesting that the team member ignore the disruptive team member and focus only on the work (option B) may not address the root cause of the problem and may lead to further resentment and frustration. Monitoring the situation for a few weeks to determine if the disruptive team member's attitude changes (option C) may not be effective, as the conflict may worsen over time and affect the team's performance and morale. References: 1: PMBOK Guide, 7th edition, page 95 2: PMBOK Guide, 7th edition, page 97 3: PMBOK Guide, 7th edition, page 98

NEW QUESTION 123
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 127
At the end of a project, the project manager was asked to provide a performance rating of the project team members. What should the project manager mainly make reference to?

A. Competencies of team members
B. Agreed-upon key performance indicators (KPIs)
C. Feedback from the project sponsor
D. Input from project stakeholders

Answer: B

Explanation:
According to the PMBOK Guide, the project manager should evaluate the performance of the project team members based on the agreed-upon KPIs, which are measurable values that demonstrate how effectively the team is achieving the project objectives. The KPIs should be defined and communicated at the beginning of the project, and monitored and reported throughout the project lifecycle. The KPIs can include metrics such as quality, schedule, cost, scope, customer satisfaction, and team engagement. The project manager should use the KPIs as the main reference to provide a fair and objective performance rating of the team members, and to recognize and reward their contributions. References: PMBOK Guide, 7th edition, pages 27, 28, 29, 30, 31, 32, 33, 34, 35, 36, 37, 38, 39, 40, and 41. Quizlet.

NEW QUESTION 129
Ateam is not delivering the committed work. Cards are not moving on the kanban board, and the burndown chart shows that the sprint progress is slow.
What should the agile project manager do?

A. Change the work in progress (WIP) limit to reflect the team's capacity.
B. Discuss the performance with senior leadership.
C. Meet with the project team members who are slow in delivering tasks.
D. Consider the use of alternative performance metrics.

Answer: A

Explanation:
According to the Agile Practice Guide, kanban is an agile framework that uses a visual board to display the flow of work and limit the amount of work in progress (WIP) at each stage of the process. The WIP limit is a key element of kanban, as it helps to optimize the throughput and efficiency of the team, and to identify and resolve any bottlenecks or impediments. The agile project manager should change the WIP limit to reflect the team's capacity, based on the data from the kanban board and the burndown chart. This will help the team to focus on completing the most important tasks, reduce multitasking and waste, and improve the quality and delivery of the work. Changing the WIP limit is also consistent with the agile principle of responding to change over following a plan, as it allows the team to adapt to the current situation and customer needs. References:
? Agile Practice Guide, Chapter 5: Implementing Agile: Creating an Agile Environment, pp. 77-97.
? PMBOK® Guide, Sixth Edition, Chapter 6: Project Schedule Management, pp. 215-264.
? PMP Exam Prep Coursebook, Chapter 6: Project Schedule Management, pp. 6-1 - 6-22.

NEW QUESTION 133
During project execution, a project manager discovers that the budget at completion has shifted significantly and is higher than expected.
What should the project manager do?

A. Adjust the original budget estimates with the current cost variance.
B. Perform a root cause analysis of the project performance.
C. Review the activity duration to reforecast the project completion date.

D. Negotiate the project changes and adjust stakeholder expectations.

Answer: B

Explanation:
According to the PMBOK Guide, a project manager should monitor and control the project work by comparing the actual performance with the planned performance and analyzing the variances. If the budget at completion has shifted significantly and is higher than expected, it indicates that there is a cost overrun or a negative cost variance. The project manager should perform a root cause analysis of the project performance to identify the factors that caused the deviation and take corrective or preventive actions to bring the project back on track. Adjusting the original budget estimates, reviewing the activity duration, or negotiating the project changes are not the best options, as they do not address the underlying causes of the problem and may lead to further issues in the future. References: PMBOK Guide, 7th edition, page 205-206.

NEW QUESTION 137
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 toensure 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. Ahybrid 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 142
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 147
A project team is having difficulties understanding technical details regarding requirements. The information was not initially provided by the customer, butthe information is critical in the current iteration for clarification on how tasks need to be accomplished.
How should the project manager approach this situation?

A. Educate the customer and have them participate in daily standup meeting
B. ®
C. Request that the customer reviews and clarifies feature definitions for the current sprint.
D. Send a burndown chart of the current sprint to the customer and seek clarifications.
E. Schedule weekly meetings and product reviews with the customer to clarify requirements.

Answer: A

Explanation:
In agile projects, the customer is an integral part of the project team and should be involved in the planning, execution, and review of each iteration. By educating the customer on the agile principles and practices, the project manager can ensure that the customer understands the value of frequent feedback, collaboration, and adaptation. By having the customer participate in daily standup meetings, the project manager can facilitate direct communication between the customer and the development team, and enable quick resolution of any issues or ambiguities regarding the requirements. This will help the project team to deliver the most valuable features to the customer in each sprint. References: PMBOK Guide, 7th edition, pages 55, 56, 57, 58, 59, 60, 61, 62, 63, 64, and 65. World of Project Management.

NEW QUESTION 152
A network transformation project to increase efficiency and return on investment (ROI) is in the implementation stage. A conflict between the head of the network

and the transformation manager arises.
What should the project manager do to manage this?

A. Analyze the context of the issue.
B. Evaluate the influence of the parties involved.
C. Lead the parties to find a compromise.
D. Escalate the problem to the project sponsor.

Answer: A

Explanation:
According to the PMBOK Guide, the project manager should first analyze the context of the conflict, such as the root cause, the impact, the urgency, and the interrelationships of the parties involved. This will help the project manager to choose the appropriate conflict resolution technique and to avoid unnecessary escalation. The other options are possible actions that the project manager can take after analyzing the context, but they are not the first step in managing the conflict. References: PMBOK Guide, 7th edition, page 255.

NEW QUESTION 156
Afew key team members recently left the project team. The remaining members took time to understand the details and found it difficult to make progress. As a result, theproject schedule is seriouslydelayed.
What should the project manager do?

A. Request additional resources to be incorporated to the project team.
B. Observe the project team and give them time to catch up before escalating.
C. Review the issues and adjust the project plan to give a realistic schedule.
D. Escalate to the project sponsor and seek alternatives to resolve the issue.

Answer: A

Explanation:
According to the Project Management Professional (PMP) Reference Materials, the project manager should request additional resources to be incorporated to the project team when a few key team members recently left the project team, and the remaining members took time to understand the details and found it difficult to make progress, resulting in a serious delay in the project schedule. This is because the project manager needs to ensure that the project has sufficient resources to complete the work within the agreed time, cost, and quality constraints. By requesting additional resources, the project manager can fill the gaps left by the departed team members, and provide the necessary skills, expertise, and experience to the project. The project manager can also use the additional resources to accelerate the work, reduce the learning curve, and mitigate the risks associated with the team turnover. Requesting additional resources can help the project manager to recover from the setback, and deliver the project successfully. References: Project Management Professional (PMP) Exam Content Outline, A Guide to the Project Management Body of Knowledge (PMBOK Guide) - Seventh Edition, How To Handle A Key Team Member Leaving At A Critical Project Point.

NEW QUESTION 157
Several components of an expensive manufacturing project have been returned by the customer. The customer is complaining that the quality of thecomponents 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 159
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 shouldthe 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 161
During the last iteration of a hybrid project, one of the key members of the team wants to leave the project. What should the project manager do to address this concern?

A. Keep activities as planned regardless of the resource change.
B. Update the burndown chart to reflect this resource's absence.
C. Have a meeting with the resource to understand the issue.
D. Request an additional resource to finish the project.

Answer: C

Explanation:
This answer is based on the principle of stakeholder engagement, which involves identifying and addressing the needs, expectations, and concerns of the project stakeholders, including the project team members. By having a meeting with the resource who wants to leave the project, the project manager can try to understand the reason behind this decision, and explore the possible options to retain the resource or mitigate the impact of the resource change. This will also help to maintain a good relationship with the resource and avoid any negative consequences for the project performance or morale. References: (Project Management Professional (PMP) Reference Materials source and documents)
? A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition, Chapter 13: Engaging Stakeholders, Section 13.2: Planning Stakeholder Engagement, page 305.
? The Standard for Project Management, Part 2: Value Delivery System, Section 2.1 : Project Initiation, page 39.

NEW QUESTION 164
A company just started managing a project using an agile approach. Due to this change, the general manager is worried about the scope definition processfor upcoming projects.
What should the project manager do to ensure the project scope is completely defined?

A. Ask for a budget increase to implement a double-check process to ensure every business need is included in the requirements.
B. Help sponsors and stakeholders craft the product vision, and bring the team and product owner together to clarify expectations.
C. Ask the general manager to review every requirement to ensure all projects will deliverthe requested products.
D. Meet with the general manager and convince them to return to using predictive approaches to avoid any risk.

Answer: B

Explanation:
The project manager should help the sponsors and stakeholders create a clear and shared product vision that describes the purpose, features, and benefits of the product. The product vision guides the project scope and provides a common understanding of what the project aims to deliver. The project manager should also facilitate collaboration and communication between the team and the product owner, who is responsible fordefining and prioritizing the product requirements. The team and the product owner should work together to refine and validate the requirements throughout the project, using feedback loops and iterative delivery. This way, the project scope is continuously aligned with the customer needs and expectations, and any changes or uncertainties are managed effectively. References: (Project Management Professional (PMP) Reference Materials source and documents)
? A Guide to the Project Management Body of Knowledge (PMBOK® Guide) –Seventh Edition, Chapter 2: Value Delivery System, Section 2.3.1: Agile Principles and Values
? Agile Practice Guide, Chapter 3: Life Cycle Selection, Section 3.1: Introduction to Life Cycles
? [PMP Exam Content Outline], Domain II: Process, Task 2: Determine project scope.

NEW QUESTION 168
During the execution of a project, a key stakeholder complains to the project manager about recent communications. The key stakeholder explains that the relevant information from the project team was incomplete and late. As a result, the key stakeholder is beginning to disengage from the project.
What should the project manager do?

A. Send relevant information to all key stakeholders simultaneously to ensure consistent communication.
B. Update the communications management plan to fulfill the key stakeholder's expectations about relevant information.
C. Explain to the key stakeholder the way in which the project team communicates information.
D. Ask the project sponsor to hold a meeting with the key stakeholder to ensure that the stakeholder is engaged in the project.

Answer: B

Explanation:
e communications management plan is a component of the project management plan that describes how project communications will be planned, structured, implemented, and monitored for effectiveness1. It also defines the communication methods, formats, frequency, and stakeholders for each type of communication2. If the key stakeholder is not satisfied with the current communication practices, the project manager should update the communications management plan to align with the stakeholder's needs and preferences3. This will help to improve the stakeholder's engagement and satisfaction with the project. References:
? 1: A Guide to the Project Management Body of Knowledge (PMBOK® Guide) –Seventh Edition, Chapter 4, Section 4.1.3.3
? 2: A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition, Chapter 4, Section 4.2.3.1
? 3: A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition, Chapter 4, Section 4.3.3.2
? : A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition, Chapter 13, Section 13.3.3.2

NEW QUESTION 173
During a project status meeting with senior managers, the project manager gives an update about the status of a deliverable. Some of the senior managers claim not to know about the deliverable. What should the project manager do next?

A. Check if these stakeholders attend regular project meetings.
B. Meet with these stakeholders to review the project charter.
C. Review the project charter to validate this claim.

D. Validate if the project charter changed from the original one.

Answer: B

Explanation:
According to the PMBOK Guide 7th Edition, the project charter is a document that authorizes the project and defines its high-level scope, objectives, assumptions, constraints, and key stakeholders. The project charter should be approved by the project sponsor and communicated to all relevant stakeholders, including senior managers, to ensure their alignment and commitment to the project. If some of the senior managers claim not to know about the deliverable, it indicates that they may not have been properly informed or involved in the project charter development or approval process. Therefore, the project manager should meetwith these stakeholders to review the project charter and clarify their roles, responsibilities, expectations, and interests in the project. This will help to resolve any confusion or conflict and to gain their support and buy-in for the project. Checking if these stakeholders attend regular project meetings, reviewing the project charter, or validating if the project charter changed are not sufficient actions, as they do not address the root cause of the communication gap or the stakeholder engagement issue, and they may not improve the relationship or trust between the project manager and the senior managers. References: PMBOK Guide 7th Edition, page 45-46.

NEW QUESTION 178
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