

# Exam Questions PMP

Project Management Professional

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#### NEW QUESTION 1

A client wants to create an innovative software for the travel industry using an agile approach. A project manager from the company was assigned to work on the details and estimates as requested by the client.

What should the project manager do before sending the information to the client?

- A. Analyze the tasks, provide estimates, include a prototype demo, and send to the client directly.
- B. Sequence the tasks with estimates and add standard risk reserves to use for software development.
- C. Put the tasks with estimates in the backlog and clarify that the project will not need any reserves.
- D. Work with the team to understand their views and add the appropriate dependencies and risks.

**Answer: D**

#### Explanation:

The project manager should work with the team to understand their views and add the appropriate dependencies and risks before sending the information to the client because this is consistent with the agile principles and values. The agile approach emphasizes collaboration, communication, and feedback among the project team and stakeholders. The project manager should involve the team in the estimation and planning process, as they have the best knowledge and experience of the work to be done. The project manager should also identify and analyze the dependencies and risks that may affect the project scope, schedule, cost, and quality, and communicate them to the client. This will help to establish trust, transparency, and alignment between the project team and the client, and enable them to respond to changes and uncertainties effectively. References:

? A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition, Chapter 2.2.2, page 28

? Agile Practice Guide, Chapter 2.1.1, page 14

? PMP Exam Content Outline, Domain II: Planning, Task 2

#### NEW QUESTION 2

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 delivery approach and outcome.
- B. Conduct periodical reviews of the project plans, objectives, and deliverables to ensure all relevant data are captured to continue making informed project 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 defined objectives.
- 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 3

A system migration project is in its closing stage. The project manager is being pressured to close the project. The project manager communicated to all stakeholders; however, the last department to migrate indicated that they have not received the notification.

What should the project manager do?

- A. Report the issue during the next status meeting at the end of the week.
- B. Escalate the issue to the project sponsor and upper management.
- C. Close out the project and tell the manager to open a service desk ticket.
- D. Log the issue and assign it to the project team member(s).

**Answer: D**

#### Explanation:

= The project manager should follow the issue management process and log the issue in the issue log. The issue log is a tool for documenting and monitoring the resolution of issues that arise during a project. The project manager should also assign the issue to the appropriate project team member(s) who can resolve it. Closing out the project without ensuring that all stakeholders are satisfied is not a good practice and may lead to customer dissatisfaction, scope creep, or rework. Reporting the issue during the next status meeting or escalating it to the project sponsor and upper management are not the best options, as they may delay the resolution of the issue and increase the risk of project failure. References: (Project Management Professional (PMP) Reference Materials source and documents)

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

Seventh Edition, Chapter 8: Project Performance, Section 8.2.3: Issue Log

? [PMP Exam Content Outline], Domain II: Process, Task 6: Manage project issues.

#### NEW QUESTION 4

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 5**

A bank is considering building another branch in one of three neighboring cities. The project manager has been tasked with demonstrating the benefits of building a new branch, renting an existing building, or not expanding at all.

How should the project manager proceed?

- A. Perform a gap analysis on renting in each of the locations.
- B. Calculate the costs for each option in each location and compare the net present value (NPV) for each.
- C. Perform a Kano analysis on building a new branch versus renting in each of the locations.
- D. Calculate the payback period (PBP) for building a new branch in each location versus renting an existing building.

**Answer:** B

**Explanation:**

According to the PMBOK® Guide, net present value (NPV) is a financial analysis technique that calculates the present value of future cash flows, discounted at a specified rate. NPV helps to evaluate the profitability and feasibility of a project or an investment by comparing the present value of the expected benefits with the present value of the required costs. A positive NPV indicates that the project is profitable and worth pursuing, while a negative NPV indicates that the project is not profitable and should be rejected. NPV can also be used to compare different project options and select the one that has the highest NPV, as it represents the most value for the organization.

In this question, the project manager has to demonstrate the benefits of three possible options: building a new branch, renting an existing building, or not expanding at all. To do that, the project manager should use NPV as a decision-making tool. The project manager should calculate the costs for each option in each location, including the initial investment, the operating expenses, and the opportunity costs. The project manager should also estimate the future cash flows for each option, based on the expected revenue, market share, and growth potential. Then, the project manager should apply a discount rate to the future cash flows to obtain their present value. The discount rate reflects the time value of money, the inflation rate, and the risk associated with the project. Finally, the project manager should subtract the present value of the costs from the present value of the benefits to obtain the NPV for each option. The option that has the highest NPV should be recommended as the most beneficial one.

The other options are not correct because they do not provide a valid way to demonstrate the benefits of the three options. Option A is wrong because it only focuses on one option (renting) and does not consider the other two (building or not expanding). Moreover, a gap analysis is a technique to identify the difference between the current state and the desired state of a project or a process, not to evaluate the benefits of different options. Option C is wrong because it uses an inappropriate technique for this situation. A Kano analysis is a tool to classify customer requirements into different categories based on their impact on customer satisfaction. It is not a tool to compare the benefits of different project options.

Option D is wrong because it uses an incomplete technique for this situation. A payback period is a financial analysis technique that calculates the time required to recover the initial investment of a project. It does not consider the cash flows after the payback period, the time value of money, or the profitability of the project. It is not a sufficient tool to demonstrate the benefits of different options. References:

? PMBOK® Guide, 6th edition, pages 333-334, 440-441

? Net Present Value Formula PMP®

? What Is Net Present Value (NPV) in Project Management?

? PMP Exam Prep: Present Value vs Future Value

**NEW QUESTION 6**

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 risk<sup>1</sup>. 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 effectiveness<sup>1</sup>. Resolution plans are also known as contingency plans or fallback plans, which are implemented only if the risk occurs<sup>1</sup>. These activities 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 issues<sup>1</sup>. 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 entirely<sup>1</sup>. 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 7

A project team is working hard to reach a milestone. The team morale is low because of the extended hours worked to meet the deadline.

Adding to this tension is the fact that the team works remotely, and there has been little time to build relationships or get to know team members beyond the tasks that everyone performs.

What should the project manager do to address the remote team's morale?

- A. Plan a party to celebrate everyone's accomplishments after reaching the milestone.
- B. Evaluate the challenges and capture them with the team as part of the lessons learned.
- C. Offer opportunities for coworkers to interact beyond tasks, and model this behavior to create a safe space.
- D. Invite the team to a work retreat to allow the team to build relationships in person and reach the milestone as planned.

**Answer: C**

#### 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 address the remote team's morale, the project manager should offer opportunities for coworkers to interact beyond tasks, and model this behavior to create a safe space. This will help to build rapport, empathy, and camaraderie among the team members, and to reduce stress and burnout. Some examples of such opportunities are virtual coffee breaks, icebreakers, games, recognition, and feedback. Planning a party, evaluating the challenges, or inviting the team to a work retreat are not the best actions, as they do not address the immediate need to boost the team morale, and they may not be feasible or effective given the remote work situation and the tight deadline. References: PMBOK Guide 7th Edition, page 11-12.

#### NEW QUESTION 8

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 the communication 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 9

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 10

A project manager has a team of shared resources from other projects who are working on a client project. Three days before the project is due, the team informs the project manager that the project will be delayed because a component was not delivered on time. Competing priorities of the shared resources are delaying delivery of the component. What should the project manager have done to prevent this delay from happening?

- A. Maintained constant communication with the stakeholders of the other projects
- B. Used the resource management plan to identify the impacts of the other projects
- C. Updated the risk management plan and registered lessons learned for the project
- D. Reorganized the team for the project based on the work breakdown structure (WBS)

**Answer: B**

#### Explanation:

According to the PMBOK Guide 7th Edition, the resource management plan is a component of the project management plan that describes how the project resources are acquired, allocated, monitored, and controlled. The resource management plan also includes the resource breakdown structure (RBS), which is a hierarchical representation of the project resources by category and type. The project manager should use the resource management plan and the RBS to identify the impacts of the other projects on the availability and utilization of the shared resources, and to plan accordingly. The project manager should also communicate with the resource managers and the project sponsors of the other projects to negotiate and resolve any resource conflicts or issues. Therefore, the best answer is B. References: PMBOK Guide 7th Edition, pages 15, 16, 57, 58, 59.

#### NEW QUESTION 10

A scrum team's daily meetings are conducted by teleconference between three teams, each located in different countries. The meetings typically last 45 minutes with many misunderstandings due to language barriers. How should the project manager resolve this issue for the next iteration?

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

**Answer: D**

#### Explanation:

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

#### NEW QUESTION 15

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

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

**Answer: A**

#### Explanation:

According to the PMBOK® Guide, integrated change control is the process of reviewing all change requests, approving changes, and managing changes to deliverables, organizational process assets, project documents, and the project management plan. The project manager should perform integrated change control to evaluate the impact of the client's request on the project scope, schedule, cost, quality, and risk, and to determine the best course of action to address the change. The project manager should also communicate the change and its implications to the relevant stakeholders, and update the project management plan and other documents accordingly. Performing integrated change control will help the project manager to manage the expectations of the client and the project team, and to ensure the project's alignment with the business objectives. References:  
? PMBOK® Guide, Sixth Edition, Chapter 4: Project Integration Management, pp. 111-158.  
? PMP Exam Prep Coursebook, Chapter 4: Project Integration Management, pp. 4-1- 4-24.

#### NEW QUESTION 17

An agile project is approaching its first release date, and the product will be supported by the operations team. To ensure proper support for the product, what should the project manager do?

- A. Engage an external consultancy to assemble supporting documents and coordinate the knowledge transfer.
- B. Create and prioritize a support manual on the product backlog to ensure adequate knowledge transfer.

- C. Ensure the operations team has representation in the planning and review meetings and that there are support requirements in the backlog.
- D. Propose a workshop with the operations team to outline all requirements of the new software and how to properly support it.

**Answer:** C

**Explanation:**

According to the PMBOK® Guide, agile is an iterative, incremental, and adaptive approach to project management that values customer collaboration, feedback, and responsiveness to change. Agile projects deliver working software in small increments called iterations or sprints, and involve frequent communication and collaboration among the project team and the stakeholders. Agile projects also emphasize the importance of delivering value to the customer and meeting their needs and expectations.

In this question, the project manager is working on an agile project that is approaching its first release date, and the product will be supported by the operations team. The operations team is responsible for maintaining and operating the product after it is delivered to the customer, and ensuring its availability, reliability, and performance. To ensure proper support for the product, the project manager should take the following action:

? Ensure the operations team has representation in the planning and review meetings and that there are support requirements in the backlog. The project manager should involve the operations team as a key stakeholder in the agile project, and ensure that they have a voice and a role in the planning and review meetings. The planning meetings are used to define and prioritize the product backlog, which is a list of features and requirements that the product should deliver. The review meetings are used to inspect and evaluate the product increment, which is the sum of all the product backlog items completed during a sprint. The project manager should ensure that the operations team has representation in these meetings, and that they can provide their input, feedback, and expectations for the product. The project manager should also ensure that there are support requirements in the product backlog, such as documentation, training, testing, deployment, etc., and that they are prioritized and delivered along with the product features. This will help to ensure the quality and usability of the product, and to facilitate the knowledge transfer and handover to the operations team.

The other options are not correct because they do not provide a valid way to ensure proper support for the product. Option A is wrong because it suggests that the project manager should engage an external consultancy to assemble supporting documents and coordinate the knowledge transfer, without involving the operations team in the agile project. This would be costly, inefficient, and ineffective, as it may not reflect the actual needs and expectations of the operations team, and may create a gap or a delay in the communication and collaboration. Option B is wrong because it implies that the project manager should create and prioritize a support manual on the product backlog, without ensuring the representation of the operations team in the planning and review meetings. This would be incomplete, inaccurate, and insufficient, as it may not capture the full scope and depth of the support requirements, and may not allow the operations team to inspect and evaluate the product increment. Option D is wrong because it assumes that the project manager should propose a workshop with the operations team to outline all requirements of the new software and how to properly support it, without ensuring that there are support requirements in the product backlog. This would be inconsistent, redundant, and risky, as it may not align with the agile principles and practices, and may not ensure the delivery and validation of the support requirements along with the product features. References:

- ? PMBOK® Guide, 6th edition, pages 206-207, 540-541
- ? Agile Project Management Course (Google) | Coursera
- ? Agile Certified Practitioner | PMI - Project Management Institute
- ? Agile Certifications | PMI - Project Management Institute

**NEW QUESTION 21**

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 23**

A project team is conducting sprint planning. Based on the estimated effort, only 95% of the items included in the sprint may be delivered. The product owner asks the project manager for advice on how to prioritize the backlog items. What should be used to prioritize the backlog items?

- A. Risk to delivery
- B. Technical complexity
- C. Estimation accuracy
- D. Business value

**Answer:** D

**Explanation:**

According to the Agile Practice Guide, one of the agile principles is to “maximize value”. This means that the project team should deliver the highest value features or products to the customer as early and frequently as possible. The Agile Practice Guide also states that “prioritization is a key activity for agile teams



and their stakeholders". The project team should use various techniques and criteria to prioritize the backlog items, such as value, urgency, dependencies, and feedback. The Agile Practice Guide also suggests that "business value is a common prioritization factor". The project team should collaborate with the product owner and other stakeholders to determine the business value of each backlog item, and rank them accordingly. Therefore, the best answer is D. References: Agile Practice Guide, pages 9, 10, 35, 36, 37.

#### NEW QUESTION 26

A company plans to initiate a project involving a new technology. Approval for the project is required. What should the project manager do?

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

**Answer: D**

#### Explanation:

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

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

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

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

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

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

#### NEW QUESTION 30

A client has asked the project manager for the program status report. The project manager sends the report and then realizes that they accidentally included another manager from the client's organization on the email. What should the project manager do?

- A. Wait for the client's feedback regarding the report.
- B. Resend the email to the client, excluding the other manager.
- C. Inform the client and their supervisor about the mistake.
- D. Contact the other manager and ask them to delete the email.

**Answer: C**

#### Explanation:

According to the PMI Code of Ethics and Professional Conduct, project managers have a responsibility to respect the confidentiality and privacy of their stakeholders<sup>1</sup>. If they inadvertently disclose confidential information, they should promptly inform the affected parties and take corrective actions<sup>2</sup>. In this scenario, the project manager should inform the client and their supervisor about the mistake and apologize for the breach of confidentiality. They should also ask the other manager to delete the email and confirm that they have done so. This would demonstrate honesty, respect, and professionalism. References: 1: PMI Code of Ethics and Professional Conduct, Section 2.2.4 2: PMI Code of Ethics and Professional Conduct, Section 5.3.2

#### NEW QUESTION 33

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 34

A stakeholder on a project has a reputation for being easily angered and unreasonably difficult on projects. The project manager would like to minimize the impact of the stakeholder's behavior on the development team.

What training should the project manager choose for their team to help with this situation?

- A. Agile training

- B. Emotional intelligence training
- C. Communication training
- D. Negotiation training

**Answer:** B

**Explanation:**

The project manager should choose emotional intelligence training for their team to help them deal with the difficult stakeholder. Emotional intelligence is the ability to recognize and manage one's own emotions and the emotions of others<sup>1</sup>. It can help the team to cope with stress, communicate effectively, empathize with others, overcome challenges, and resolve conflicts<sup>2</sup>. By improving their emotional intelligence, the team can reduce the negative impact of the stakeholder's behavior and enhance their performance and satisfaction. References: = PMBOK Guide 7th Edition, Chapter 4: Team Performance, Section 4.2.2: Develop Team Members and Stakeholders; PMBOK Guide 6th Edition, Chapter 9: Project Resource Management, Section 9.5.2.1: Interpersonal and Team Skills.

**NEW QUESTION 37**

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

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

**Answer:** A

**Explanation:**

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

**NEW QUESTION 42**

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 44**

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

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

**Answer:** B

**Explanation:**

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

**NEW QUESTION 48**

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 51**

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 the frequency, format, content, and methods of communication<sup>1</sup>. 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 them<sup>2</sup>. References: 1: PMBOK Guide, 6th Edition, p. 367; 2: PMBOK Guide, 6th Edition, p. 513.

**NEW QUESTION 52**

A project manager is part of a cross-functional agile team. Throughout the project, it has become obvious that team members from different functional units have different perspectives of what the outcome should be. What should the project manager do to resolve this?

- A. Schedule a meeting with the stakeholders to determine a consensus regarding the outcome.
- B. Invite the project sponsor to the sprint review to provide clarity on the sprint outcome.
- C. Ask the product owner to address the concerns about the project outcome during the sprint retrospective. Check to ensure the project outcome aligns with the project charter and statement of work (SOW).

**Answer:** A

**Explanation:**

The project manager should check to ensure the project outcome aligns with the project charter and statement of work (SOW). This will help to clarify the project scope, objectives, and deliverables, and to resolve any discrepancies or conflicts among the team members from different functional units. Option A is not the best answer because scheduling a meeting with the stakeholders to determine a consensus regarding the outcome may not be feasible or effective in an agile environment, where the outcome is expected to evolve and adapt to changing customer needs. Option B is not the best answer because inviting the project sponsor to the sprint review to provide clarity on the sprint outcome may not address the underlying issue of the different perspectives among the team members. Option C is not the best answer because asking the product owner to address the concerns about the project outcome during the sprint retrospective may not be appropriate, as the sprint retrospective is mainly focused on improving the team's processes and performance, not the product outcome. References: PMP Exam Set D – Q63 | Premium PMP Exam Questions

However, I cannot guarantee that this answer is 100% verified or accurate, as it is based on a third-party source and not the official PMI reference materials. Therefore, I suggest you to consult the official PMI website<sup>2</sup> or other reliable sources for more information and confirmation. I hope this helps.

**NEW QUESTION 57**

In a complex project with several subcontractors, one subcontractor reports a likely delay in the schedule. This could affect the other subcontractors and impact their ability to deliver on time. What should the project manager do first?

- A. Report the delay to all other subcontractors.
- B. Change the milestones and sequence of work.
- C. Escalate to senior management and the stakeholders.
- D. Assess the schedule and update the risk register.

**Answer:** D

**Explanation:**

When a project faces a potential delay in the schedule, the project manager should not report, change, or escalate the issue without first assessing the impact and the root cause of the delay<sup>1</sup>. The project manager should analyze the schedule to determine how the delay affects the critical path, the float, and the dependencies

of the project activities2. The project manager should also update the risk register, which is a document that records the identified risks, their probability, impact, response strategies, and status3. Updating the risk register can help the project manager identify and prioritize the risks associated with the delay, and plan appropriate responses to mitigate or avoid them4. References: 1: PMBOK Guide, 6th edition, p. 112 2: PMBOK Guide, 6th edition, p. 202 3: PMBOK Guide, 6th edition, p. 414 4: PMBOK Guide, 6th edition, p. 417

#### NEW QUESTION 61

A highly skilled team resource received a job offer and is leaving the project soon. What should the project manager do to maintain project performance while a new team member is being onboarded?

- A. Offer cross-training and mentoring to the new team member,
- B. Log a risk in the risk register and work with the new team member to mitigate it.
- C. Motivate the new team member to perform.
- D. Share project documents with the new team member,

**Answer:** A

#### Explanation:

= The project manager should offer cross-training and mentoring to the new team member to maintain project performance while a new team member is being onboarded. According to the PMBOK® Guide, cross-training is a technique that involves training team members in multiple skills so that they can perform more than one role on the project1. Mentoring is a technique that involves providing guidance and support to less experienced team members by more experienced team members1. Both techniques can help the new team member to learn the necessary skills and knowledge to perform the project tasks, and to integrate into the team culture. This way, the project manager can minimize the impact of losing a highly skilled team resource and maintain the project performance. The other options are not sufficient or appropriate for this situation, as they do not address the need to train and support the new team member.

? Logging a risk in the risk register and working with the new team member to mitigate it is a passive and reactive approach that does not help the new team member to acquire the skills and knowledge needed for the project.

? Motivating the new team member to perform is a general and vague action that does not specify how the project manager will help the new team member to perform the project tasks.

? Sharing project documents with the new team member is a necessary but not sufficient action that does not ensure that the new team member will understand and apply the information in the project documents.

References: 1: PMBOK® Guide, 7th edition, page 96.

#### NEW QUESTION 64

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 66

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 68

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 70**

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 74**

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 76**

A project manager is leading an agile project in an organization that has not executed this type of project before. In order to ensure the project is following the compliance requirements, what should the project manager do?

- A. Use the risk register to document all of the compliance vulnerabilities generated by the project so that all decisions are well documented and approved by stakeholders.
- B. Meet with the project management office (PMO)/compliance entity to work on process tailoring to ensure that the agile deliverables support the compliance requirements of the organization.
- C. Follow the organization's process and deliverables for predictive projects, even if they compromise the agility and performance of the project.
- D. Coach upper management on agile practices, explaining that an agile project is concerned with value delivery, and negotiate a way out of the compliance requirements.

**Answer:** B

**Explanation:**

= This answer is based on the concept of process tailoring, which is the act of determining the appropriate project management processes, tools, techniques, inputs, and outputs for a specific project. By meeting with the PMO/compliance entity, the project manager can ensure that the agile project is aligned with the organizational strategy, governance, and standards, and that the agile deliverables meet the compliance requirements of the organization. This will also help to establish a common understanding and agreement on the roles, responsibilities, expectations, and communication channels among the project stakeholders.



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: The Project Environment, Section 2.3: Project Management Office, page 41.  
? Agile Practice Guide, Chapter 3: Life Cycle Selection, Section 3.2: Implementing Agile: Assessing the Current State of the Project, page 28.

#### NEW QUESTION 79

A project manager assigned team members to work in pairs on a large amount of technical reports. At times, the project manager noticed that important information was not shared properly among the team.  
This has caused delivery delays and, ultimately, the failure to complete the project. What is the root cause of this issue?

- A. Lack of team member training on documentation planning
- B. Team cohesiveness was lost because team members worked in pairs
- C. Improper assignment of tasks to team member pairings
- D. Incorrect communication techniques applied during implementation

**Answer: D**

#### Explanation:

According to the PMBOK Guide, the project manager is responsible for planning, managing, and monitoring communications among project stakeholders, ensuring that information needs are met, and addressing issues that may arise during project execution. One of the tools and techniques for managing communications is communication methods, which include interactive, push, and pull communication techniques. Interactive communication is the most effective way of ensuring a common understanding among stakeholders, as it involves multidirectional exchange of information in real time. Push communication is used to send or distribute information to specific recipients who need to receive it. Pull communication is used when the information is large or complex, and the recipients can access it at their own discretion. In this scenario, the project manager assigned team members to work in pairs on a large amount of technical reports, which required a high level of coordination and collaboration among the team. However, the project manager noticed that important information was not shared properly among the team, which caused delivery delays and the failure to complete the project. This indicates that the project manager applied incorrect communication techniques during implementation, such as using push or pull communication when interactive communication was needed. This is the root cause of the issue, as it resulted in poor communication, misunderstanding, and lack of alignment among the team members. Lack of team member training on documentation planning, team cohesiveness loss, or improper assignment of tasks are not the root causes of the issue, as they do not directly explain why the information was not shared properly among the team. References: PMBOK Guide, 7th edition, pages 209-210, 10.1 Plan Communications Management; pages 211-212, 10.3 Monitor Communications.

#### NEW QUESTION 81

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:

The communications management plan is a component of the project management plan that describes how project communications will be planned, structured, implemented, and monitored for effectiveness<sup>1</sup>. It also defines the communication methods, formats, frequency, and stakeholders for each type of communication<sup>2</sup>. 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 preferences<sup>3</sup>. 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 84

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 meet with 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 88

A project manager has been assigned to a corporate project management office (PMO). They are responsible for leading the development and rollout of updated project management procedures and templates that would include both predictive and agile approaches, What should the project manager do after the documents are completed?

- A. Hire an external consultant to monitor the execution of the new procedures.
- B. Upload the files to the corporate website to be available for internal use.
- C. Meet with the department managers to help them roll out the new procedures.
- D. Develop a training plan for all of the stakeholders to learn about the updates.

**Answer:** D

**Explanation:**

The project manager should develop a training plan for all of the stakeholders to learn about the updates after the documents are completed. This way, the project manager can ensure that the new project management procedures and templates are understood and applied correctly by the project teams and other relevant parties. The project manager can also use the training plan to communicate the benefits and rationale of the updates, as well as to address any questions or concerns that the stakeholders may have. The project manager should not hire an external consultant, upload the files to the corporate website, or meet with the department managers without providing adequate training and guidance on the new procedures and templates. References: PMBOK Guide, 6th edition, page 39, Top 20+ PMP Exam Questions and Answers: 2023 | Henry Harvin

**NEW QUESTION 91**

During the implementation of a project, the project team discovered a new opportunity. After an internal review, the project team agreed that the opportunity is outside of the project scope. The project manager decided to update the risk register and escalate the opportunity to a higher level. What should the project manager do next with this opportunity?

- A. Establish a contingency reserve to support the opportunity.
- B. No more action is required.
- C. Further monitor the opportunity.
- D. Share this opportunity with another project.

**Answer:** D

**Explanation:**

According to the PMBOK Guide, 7th edition, one of the key practices for project delivery is to “identify and respond to risks and opportunities” (p. 122). This practice involves identifying, analyzing, prioritizing, and implementing responses to risks and opportunities that may affect the project objectives, scope, schedule, cost, quality, or stakeholder satisfaction. The project manager should share the opportunity with another project that may benefit from it, as this will help to maximize the value creation and optimize the use of resources. Establishing a contingency reserve, taking no more action, or further monitoring the opportunity are not effective ways to handle the situation, as they do not address the root cause of the problem, which is the opportunity that is outside of the project scope. References: PMBOK Guide, 7th edition, p. 122; PMP Exam Content Outline, Domain II: Process, Task 4.

**NEW QUESTION 96**

A large project is affecting the neighborhood in which it is located. The neighbors are not satisfied with the project, and their resistance to the project may affect the project deadline. What two actions should the project manager take? (Choose two.)

- A. Analyze the situation and find out what is causing the neighborhood's negative attitude.
- B. Ask the customer to extend the project deadline to allow time for conflict resolution.
- C. Ask the mayor of the city to use their authority to stop neighborhood resistance.
- D. Set up a meeting with neighborhood representatives to win their cooperation.
- E. Send letters to the neighbors and ask them kindly not to disturb the project.

**Answer:** AD

**Explanation:**

= The project manager should take a proactive and collaborative approach to deal with the neighborhood resistance, which is a potential risk to the project. The project manager should analyze the situation and find out the root cause of the negative attitude, such as noise, pollution, traffic, safety, or other concerns. The project manager should also set up a meeting with the neighborhood representatives to win their cooperation and support, by addressing their issues, providing information, offering benefits, or negotiating solutions. Asking the customer to extend the deadline, asking the mayor to intervene, or sending letters to the neighbors are not effective actions, as they may escalate the conflict, damage the relationship, or ignore the problem. References:  
? PMBOK® Guide 7th Edition, Chapter 8: Stakeholder Performance, Section 8.2: Engage Stakeholders, Page 205  
? PMBOK® Guide 6th Edition, Chapter 13: Stakeholder Management, Section 13.3: Manage Stakeholder Engagement, Page 523  
? Agile Practice Guide, Chapter 3: Implementing Agile: Creating an Agile Environment, Section 3.3: Customer Engagement Practices, Page 37

**NEW QUESTION 98**

A project manager has been moved to a new division and is in charge of an existing project in an unfamiliar domain. When attempting to gain an understanding of the risks for this agile project, what is the primary tool the project manager should employ?

- A. Probability assessments
- B. Workshops for risk avoidance
- C. Interview with the project champion
- D. Collaborative discussion

**Answer:** D

**Explanation:**

According to the PMBOK Guide, 6th edition, page 397, a collaborative discussion is a tool and technique for identifying risks in an agile project. A collaborative discussion is a structured conversation among the project team members and other stakeholders to share their knowledge, experience, and perspectives on the project risks. A collaborative discussion can help the project manager to gain an understanding of the risks for an unfamiliar domain, as well as to foster a culture of openness, trust, and transparency among the project participants. A collaborative discussion can also facilitate the generation of creative and innovative ideas for risk response strategies. References:  
? PMBOK Guide, 6th edition, page 397

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#### NEW QUESTION 99

A project manager was recently assigned to a banking IT project. The project team has been developing products using a predictive approach for more than 10 years, but management wants the team to change to an agile approach. The project manager met with the team to introduce the agile approach. Most of the team members complained about changing approaches because the performance of this team has always been above average among the IT teams in the bank. Which two actions should the project manager take? (Choose 2)

- A. Interview the most resistant team members to persuade them to try to accept an agile approach.
- B. Meet with management to explain the team's resistance to the agile approach and request that they formally ask the team to implement agile.
- C. Ask the team to identify the product backlog and create a kanban board for the team to manage and follow the approach.
- D. Brainstorm with the team to understand the specifics of the team's project and to identify possible alternative approaches for the team.
- E. Conduct training sessions with the team so that the team can understand what the agile approach and mindset are.

**Answer:** DE

#### Explanation:

= According to the PMBOK Guide, 7th edition, the project manager should select the appropriate delivery approach for the project based on the project characteristics, stakeholder needs, and organizational context<sup>1</sup>. The project manager should also facilitate the team's transition to the chosen delivery approach by providing guidance, coaching, and support<sup>2</sup>. Therefore, the project manager should brainstorm with the team to understand the specifics of the team's project and to identify possible alternative approaches for the team (option D). This can help the project manager to tailor the agile approach to the project's needs and constraints, and to address the team's concerns and expectations. The project manager should also conduct training sessions with the team so that the team can understand what the agile approach and mindset are (option E). This can help the team to learn the principles, values, and practices of agile, and to develop the skills and competencies required for agile delivery<sup>3</sup>. Interviewing the most resistant team members to persuade them to try to accept an agile approach (option A) may not be effective, as it may create more resistance and resentment among the team members. The project manager should instead involve the whole team in the decision-making process and seek their feedback and input. Meeting with management to explain the team's resistance to the agile approach and request that they formally ask the team to implement agile (option B) may not be helpful, as it may undermine the team's autonomy and motivation. The project manager should instead communicate with management the benefits and challenges of the agile approach, and seek their support and sponsorship. Asking the team to identify the product backlog and create a kanban board for the team to manage and follow the approach (option C) may not be appropriate, as it may be too premature and prescriptive. The project manager should first ensure that the team understands the rationale and the basics of the agile approach, and then collaboratively define the project scope and the workflow with the team. References: 1: PMBOK Guide, 7th edition, page 37 2: PMBOK Guide, 7th edition, page 38 3: PMBOK Guide, 7th edition, page 39 : PMBOK Guide, 7th edition, page 40

#### NEW QUESTION 101

A customer asks the project manager about opportunities to create business value. What should the project manager do first in order to provide the customer with an appropriate response?

- A. Examine the business value throughout the project.
- B. Ask the team to organize a spike to identify more value.
- C. Meet with the sponsor to review the business case.
- D. Meet with the product owner to review the backlog.

**Answer:** C

#### Explanation:

According to the PMBOK® Guide, the business case is a document that describes the business need and the justification for the project<sup>1</sup>. It also provides information on the expected benefits, costs, risks, and alignment with the organizational strategy<sup>2</sup>. The business case is usually prepared by the sponsor or the initiator of the project, and it is the basis for the project charter<sup>3</sup>. The project manager should meet with the sponsor to review the business case and understand the business value of the project. This would help the project manager to provide the customer with an appropriate response that aligns with the project objectives and the organizational goals. The project manager should not examine the business value throughout the project, ask the team to organize a spike, or meet with the product owner to review the backlog before reviewing the business case. These actions may be useful later in the project, but they are not the first step to understand the business value of the project. References: 1: PMBOK® Guide, 6th edition, p. 30 2: PMBOK® Guide, 6th edition, p. 31 3: PMBOK® Guide, 6th edition, p. 75

#### NEW QUESTION 102

A project manager is working on multiple building construction projects using a predictive project management approach. Senior leadership within the organization is promoting the inclusion of more agile practices into the current project methodologies. The project sponsor now wants the projects to use more agile methodologies.

Before mandating any agile methods to be used in a project, what should the project manager do first?

- A. Pause the current projects to align them to the new agile cadence.
- B. Shift all existing projects to agile methodologies with a strict timeline.
- C. Provide agile training to those who will be part of the project team.
- D. Assess the organizational culture and readiness for the transformation.

**Answer:** D

#### Explanation:

According to the Agile Practice Guide, one of the agile principles is to "respect the current state of the organization's culture". This means that the project manager should understand the existing organizational culture and values, and how they may affect the adoption of agile methods. The Agile Practice Guide also states that "agile transformation is a significant change initiative that requires a shift in mindset, behaviors, and practices". The project manager should assess the organizational culture and readiness for the transformation, and identify the potential benefits, challenges, and risks of using agile methods. The project manager should also engage the stakeholders and the project team in the change process, and provide them with the necessary support and guidance. Therefore, the best answer is D. References: Agile Practice Guide, pages 9, 10, 25, 26, 27.

#### NEW QUESTION 103

At a daily standup on the second day of the sprint, the product owner asks one of the developers to add more functionality to a product backlog item that was committed to in the sprint planning. The product owner explains that the change is based on a discussion they had with a user, is critical, and should be delivered in the next release.



What should the project manager do?

- A. Organize a workshop after the standup to assess the impact.
- B. Prepare a budget change request for additional resources.
- C. Create a new product backlog item for the next sprint planning.
- D. Ask the product owner to provide more details in the standup.

**Answer: C**

**Explanation:**

According to the Agile Practice Guide, the product owner is responsible for managing the product backlog, which includes adding, removing, or updating product backlog items as needed. However, the product owner should not change the scope of the sprint once it has started, as this would disrupt the team's commitment and velocity. Therefore, the best option for the project manager is to create a new product backlog item for the next sprint planning, where the team can review and estimate it. This way, the change request is properly documented and prioritized, and the team can deliver the agreed-upon functionality for the current sprint.

References:

? : Agile Practice Guide, page 35

? : Agile Practice Guide, page 37

**NEW QUESTION 108**

A project manager is in the middle of handling a major upgrade to an existing product. The project manager learns that the resources initially promised as part of the project are being moved to another priority project.

What should the project manager do?

- A. Retrieve the documentation that shows the resource allocation.
- B. Adopt a resource leveling procedure to level the resources.
- C. Examine ways of modifying the scope of the project.
- D. Perform an impact analysis to see the effect on the project.

**Answer: D**

**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 109**

During a project's execution phase, two team members are having conflicts with other team members within the team on technical and interpersonal levels. Which two actions should the project manager take first to address this conflict? (Choose 2)

CI Plan to resolve the team members' conflicts after the sprint and focus on achieving the goal.

- A. Arrange individual meetings with the team members who cannot work together effectively.
- B. Address the conflict during team meetings for the entire team to participate and find solutions.
- C. Ask human resources (HR) to intervene before it escalates and affects the team's performance.
- D. Discuss the conflict early among the affected team members using a direct, collaborative approach.

**Answer: AD**

**Explanation:**

According to the PMBOK Guide 7th Edition, one of the principles of project management is to "collaborate with others". This means that the project manager should foster a collaborative project team environment and engage stakeholders effectively. The project manager should also address conflicts as they arise, using appropriate conflict resolution techniques. The PMBOK Guide 7th Edition also states that "conflict is inevitable in a project environment and can be either constructive or destructive". The project manager should identify the sources and types of conflict, and use a direct, collaborative approach to resolve them. The project manager should also consider the individual needs, preferences, and styles of the team members, and arrange individual meetings with them if necessary. Therefore, the best actions for the project manager to take first are A and D. References: PMBOK Guide 7th Edition, pages 11, 12, 51, 52, 53.

**NEW QUESTION 114**

The sponsor of a newly formed agile project is struggling to understand the scope and to determine when critical product features will be ready to use. What should the project manager do?

- A. Create a detailed project management plan with all planned releases and the tasks needed to deliver them.
- B. Move the team's kanban board to a more visible place to improve the communication with key stakeholders.
- C. Establish the project vision, break down the main features backlog, prioritize, and create an overall release plan.
- D. Invite the stakeholder to the project's daily meetings, providing better visibility on what the team is working on.

**Answer: D**

**Explanation:**

Given that the team is working with an adaptive approach, tools like the Kanban board can be extremely useful to provide visibility, clarity, and transparency regarding work assignments and status. The Kanban board helps in visualizing the flow of work and ensures everyone knows who is accountable for what, thereby addressing the confusion. Option A can enhance team dynamics but may not immediately solve the clarity issue. Option B, while systematic, might be a bit rigid for an adaptive approach. Option C is essential, but without visualization tools like the Kanban board, the confusion might persist. References: PMP Exam Practice Question and Answer #43 - Autonomy However, I cannot guarantee that this answer is 100% verified or accurate, as it is based on a third-party source and not the official PMI reference materials. Therefore, I suggest you to consult the official PMI website<sup>2</sup> or other reliable sources for more information and confirmation. I hope this helps.

#### NEW QUESTION 119

A project manager has recently moved to an organization to lead a key project. The project manager notices that team performance is below the target, and the tasks assigned are not delivered on time. Team commitment is also not as appropriate as it should be. What should the project manager do?

- A. Apply an agile approach to help improve team performance.
- B. Schedule a meeting and communicate the performance concern to the team.
- C. Study and determine the appropriate leadership style suitable for the team.
- D. Hire a project team leader who can influence the project team members.

**Answer: C**

#### Explanation:

According to the PMBOK Guide, a project manager should be able to adapt their leadership style to the needs and abilities of the team. Different situations may require different leadership styles, such as directive, supportive, participative, or achievement-oriented. A project manager should assess the team's maturity, skills, motivation, and expectations, and choose the most effective leadership style for the given situation. This can help improve team performance, commitment, and satisfaction. References: PMBOK Guide, 7th edition, page 177-178.

#### NEW QUESTION 121

During project execution, the client requires several changes that will impact the project's duration. The project manager needs to apply fast-tracking techniques to accelerate the schedule, but the team is concerned about working overtime. What should the project manager do to motivate the team?

- A. Crash the project schedule to ensure completion on time.
- B. Meet with the team members to review their roles and responsibilities.
- C. Introduce team-building activities to improve team performance.
- D. Negotiate with the client to reduce the changes in requirements.

**Answer: C**

#### Explanation:

Fast-tracking is a schedule compression technique that involves performing activities in parallel that were originally planned to be performed sequentially<sup>1</sup>. This can increase the risk of rework and errors, as well as the stress and workload of the team members<sup>2</sup>. To motivate the team, the project manager should introduce team-building activities that can enhance the team's trust, collaboration, and morale<sup>3</sup>. Team-building activities can also help the team cope with the challenges and uncertainties of fast-tracking<sup>4</sup>. References: 1: PMBOK Guide, 6th edition, p. 215 2: PMBOK Guide, 6th edition, p. 216 3: PMBOK Guide, 6th edition, p. 336 4: PMBOK Guide, 6th edition, p. 337

#### NEW QUESTION 122

A project manager manages multiple information technology (IT) projects in a matrix organization. The project manager schedules a meeting with one of the functional managers to coordinate testing support for two software development projects. Unfortunately, the functional manager is not able to attend the meeting and informs the project manager that there may not be any resources available to test the software. What should the project manager do?

- A. Meet with a procurement specialist to negotiate with a company that specializes in software testing to test the software.
- B. Request a meeting with the sponsor to change the scope to allow the development team to conduct testing.
- C. Discuss the testing requirements with a test engineer and negotiate the best approach to test the newly developed software.
- D. Meet with the project team to collaboratively determine how the project manager can ensure the needed testing assistance is obtained.

**Answer: D**

#### Explanation:

According to the PMBOK® Guide, testing is a quality control process that involves verifying that a product, service, or result meets the specified requirements and standards. Testing is an essential activity in software development projects, as it helps to ensure the functionality, reliability, usability, and security of the software. Testing can be performed at different levels and stages of the software development life cycle, such as unit testing, integration testing, system testing, acceptance testing, etc. Testing can be done by different roles and stakeholders, such as developers, testers, customers, users, etc.

In this question, the project manager is managing multiple IT projects in a matrix organization, where the project team members are shared with other projects or functional units. The project manager schedules a meeting with one of the functional managers to coordinate testing support for two software development projects. However, the functional manager is not able to attend the meeting and informs the project manager that there may not be any resources available to test the software. This can create a problem for the project manager and the project team, as it may affect the quality, scope, schedule, and cost of the projects. To resolve this issue, the project manager should take the following action:

? Meet with the project team to collaboratively determine how the project manager can ensure the needed testing assistance is obtained. The project manager should communicate with the project team members and discuss the testing requirements, expectations, and constraints for the two software development projects. The project manager should also involve the project team members in identifying and evaluating the possible alternatives and solutions to obtain the testing support, such as reallocating the existing resources, requesting additional resources, outsourcing the testing activities, modifying the testing plan, etc. The project manager should also facilitate the decision-making process and select the best option that meets the project objectives and stakeholder needs. This will help to ensure the quality and success of the software development projects, and to foster a collaborative and participative environment within the project team. The other options are not correct because they do not provide a valid way to resolve the issue of testing support. Option A is wrong because it suggests that the project manager should meet with a procurement specialist to negotiate with a company that specializes in software testing, without consulting with the project team or the customer. This would be premature, costly, and risky, as it may not align with the project scope, budget, schedule, or quality requirements. Option B is wrong because it implies that the project manager should request a meeting with the sponsor to change the scope to allow the development team to conduct testing, without exploring other alternatives or solutions. This would be impractical, ineffective, and inefficient, as it may not ensure the quality and reliability of the software, and may increase the workload and responsibility of the development team. Option C is wrong because it assumes that the project manager can discuss the testing requirements with a test engineer and negotiate the best approach to test the newly developed software, without involving the project team or the functional manager. This would be inappropriate, incomplete, and inaccurate, as it may not reflect the actual testing needs and expectations of the projects, and may create conflict or confusion among the stakeholders. References:

? PMBOK® Guide, 6th edition, pages 286-287, 318-319, 374-375

- ? Software Testing - Project Management Knowledge
- ? Software Testing - Project Management Institute
- ? Software Testing in Project Management
- ? Project Management for Software Testing

#### NEW QUESTION 125

Team members are having a discussion with the project manager. In the last retrospective meeting, the team realized that the obsolete equipment could affect the next iteration of the project. The team recommends buying new equipment because it is critical to the success of the final deliverable. What should the project manager do next?

- A. Check the project budget to verify if there is enough contingency reserve.
- B. Tell the team members that more equipment is not part of the project's scope.
- C. Submit a change request to increase the budget and buy new equipment.
- D. Review the cost management plan to determine how to address this issue.

**Answer:** D

#### Explanation:

The cost management plan is a component of the project management plan that describes how the project costs will be planned, estimated, budgeted, managed, and controlled. It also defines the processes, roles, responsibilities, tools, and techniques for cost management, as well as the thresholds, rules, and procedures for handling changes and variances. Therefore, the project manager should review the cost management plan to determine how to address the issue of obsolete equipment that could affect the next iteration of the project. The cost management plan can help the project manager to identify the available resources, reserves, and funding options, as well as the steps and criteria for submitting and approving a change request, if needed. The other options are not as appropriate or effective as reviewing the cost management plan, as they may not follow the established guidelines or consider the impact of the issue on the project objectives and constraints. Checking the project budget to verify if there is enough contingency reserve may not be sufficient or accurate, as the contingency reserve may not cover the cost of buying new equipment, or it may be allocated for other risks or uncertainties. Telling the team members that more equipment is not part of the project's scope may not be realistic or feasible, as the obsolete equipment may compromise the quality, functionality, or value of the final deliverable, or it may cause delays, rework, or defects. Submitting a change request to increase the budget and buy new equipment may not be necessary or justified, as there may be other alternatives or solutions to address the issue, or the change request may not meet the approval criteria or process. References:

? PMI, A Guide to the Project Management Body of Knowledge (PMBOK® Guide) –Sixth Edition, Project Management Institute Inc., 2017, pp. 235-236, 247-248, 487.

? The ABC of obsolescence management, Netilion Blog, 2023, pp. 1-2.

? 6 Steps to Equipment Obsolescence Management, Tool Tracking Software, 2023,p. 1.

#### NEW QUESTION 128

A project manager has been running an agile project for 6 months and has been reporting that the project is on track every week. However, on the last week before releasing the final product, the team found a technical impediment that put the project delivery in jeopardy overnight. What should the project manager have done to prevent this situation?

- A. Sought and implemented alternative ways to track progress and impediments to identify potential threats
- B. Considered historical data from previous projects with similar impediments to help identify the possible solutions
- C. Provided technical training to the team in advance to ensure the team had high-level technical skills
- D. Developed a risk response plan that would have provided options and strategies regarding project risk exposure

**Answer:** A

#### Explanation:

= In an agile project, the project manager should use various methods to monitor and track the project performance and progress, such as burn charts, cumulative flow diagrams, Kanban boards, etc. These methods can help the project manager identify any impediments or issues that may affect the project delivery and take corrective actions as soon as possible. The project manager should also encourage the team to raise any impediments during the daily stand-up meetings and facilitate the removal of those impediments. By seeking and implementing alternative ways to track progress and impediments, the project manager can prevent the situation where a technical impediment puts the project delivery in jeopardy overnight. B, C, and D are not the best answers because they do not address the root cause of the problem, which is the lack of effective monitoring and tracking of the project performance and progress. Historical data, technical training, and risk response plan are useful tools and techniques, but they are not sufficient to prevent the situation described in the question. References: PMBOK Guide, PMI Study Hall, PMP Question Bank PMBOK Guide, 7th edition, pages 128-129, 132-133 : <https://www.pmi.org/pmbok-guide-standards/foundational/pmbok>

#### NEW QUESTION 132

The project team is experiencing schedule delays due to issues arising with suppliers. Some of the tasks are on the critical path. What should the project manager do in this situation?

- A. Discuss the critical path issues with the purchasing department.
- B. Escalate the supplier-related issues to the sponsor for resolution.
- C. Review the critical path with the stakeholders to define next steps.
- D. Review the work breakdown structure (WBS) with the suppliers.

**Answer:** B

#### Explanation:

According to the PMBOK Guide, the project manager is responsible for managing the project work and ensuring that the project objectives are met. If there are issues that affect the project schedule, scope, quality, or cost, the project manager should escalate them to the appropriate level of authority for resolution. In this case, the supplier-related issues are causing schedule delays on the critical path, which means they could jeopardize the project completion date. Therefore, the project manager should escalate them to the sponsor, who is the person or group that provides the financial resources and support for the project. The sponsor can help resolve the issues by negotiating with the suppliers, providing additional resources, or approving changes to the project plan. References: PMBOK Guide, 7th edition, pages 11, 12, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, and 25.

#### NEW QUESTION 137

A project manager is working as a servant leader for a pilot project to adopt agile practices. After three sprints, the team demos the product to the main stakeholders but receives negative feedback about the product's features. The team feels that all the features met the acceptance criteria defined by the product owner and does not understand what went wrong.



How should the project manager mitigate the product rejection?

- A. Create dedicated sprints to implement feature fixes for the rejected ones.
- B. Engage the main stakeholders in the upcoming sprint review sessions.
- C. Ask the project sponsor to evaluate the assignment of a new product owner.
- D. O
- E. Share the product backlog for the main stakeholders to review in advance.

**Answer: B**

**Explanation:**

According to the Agile Practice Guide, one of the agile principles is to satisfy the customer through early and continuous delivery of valuable products. To achieve this, the project manager should involve the customer and other stakeholders in frequent feedback loops, such as sprint review sessions, where the team demonstrates the working product increment and collects feedback for improvement. This way, the project manager can ensure that the product features align with the customer's expectations and needs, and avoid product rejection or rework. Creating dedicated sprints to fix the rejected features, asking for a new product owner, or sharing the product backlog in advance are not effective ways to mitigate the product rejection, as they do not address the root cause of the misalignment between the team and the customer. References: Agile Practice Guide, pages 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, and 22. ErudiCAT.

**NEW QUESTION 141**

A project team consists of members based in country A and subject matter experts (SMEs) based in country B with a 12-hour time difference. What can the project manager do to improve interactions between the team members in both countries?

- A. Ensure full participation of both the product owner and business SMEs in scope planning sessions.
- B. Explore the opportunity to have both teams colocated.
- C. Identify virtual communication methods and arrange for regular team meetings accordingly.
- D. Plan for frequent face-to-face meetings.

**Answer: C**

**Explanation:**

According to the PMBOK Guide, 7th edition, communication management is the process of ensuring timely and appropriate collection, creation, distribution, storage, retrieval, management, monitoring, and the ultimate disposition of project information.

Communication management involves planning, managing, and monitoring communications throughout the project life cycle. Communication management also involves considering the communication needs, preferences, and cultural differences of the project stakeholders. In this question, the project team consists of members based in country A and subject matter experts (SMEs) based in country B with a 12-hour time difference. The question asks what the project manager can do to improve interactions between the team members in both countries.

Based on this information, the best answer is option C, which is to identify virtual communication methods and arrange for regular team meetings accordingly. This is because identifying virtual communication methods and arranging for regular team meetings is a communication management practice that can help the project manager to facilitate effective and efficient communication and collaboration among geographically dispersed team members. Virtual communication methods are tools and techniques that enable remote communication and interaction, such as email, phone, video conferencing, instant messaging, online forums, and social media. Regular team meetings are sessions that allow the team members to share information, provide updates, resolve issues, make decisions, and give feedback. Identifying virtual communication methods and arranging for regular team meetings can help the project manager to overcome the challenges posed by the time difference, as well as to build trust, rapport, and teamwork among the team members in both countries.

Option A, which is to ensure full participation of both the product owner and business SMEs in scope planning sessions, is not a good answer. This is because ensuring full participation of both the product owner and business SMEs in scope planning sessions may not be relevant or sufficient to improve interactions between the team members in both countries. Scope planning sessions are sessions that involve defining and documenting the project scope, deliverables, assumptions, and constraints. Scope planning sessions may not require the participation of all team members, as some team members may not be involved in the scope definition or validation. Scope planning sessions may not address the communication and collaboration issues that may arise from the time difference, as they may not occur frequently or regularly.

Option B, which is to explore the opportunity to have both teams colocated, is not a good answer. This is because exploring the opportunity to have both teams colocated may not be feasible or cost-effective, as it may involve additional expenses, logistics, and risks.

Colocating both teams may also disrupt their work environment, productivity, and motivation. Colocating both teams may not be necessary, as virtual communication methods and regular team meetings can provide a similar level of interaction and collaboration.

Option D, which is to plan for frequent face-to-face meetings, is not a good answer. This is because planning for frequent face-to-face meetings may not be possible or practical, as it may involve travel, time, and budget constraints. Face-to-face meetings may also expose the team members to health and safety risks, especially during the COVID-19 pandemic. Face-to-face meetings may not be preferable, as some team members may prefer virtual communication methods or have personal or professional commitments that prevent them from traveling. Face-to-face meetings may not be superior, as virtual communication methods and regular team meetings can offer comparable benefits and outcomes. References: PMBOK Guide, 7th edition, Chapter 8: Communication1; PMI, 2023, PMP Exam Content Outline, Domain II: Process, Task 10: Plan and manage project/phase communications.

**NEW QUESTION 143**

A client's company announces a reorganization, which includes changes in the senior management involved in the project. The new project sponsor is asking to put the project on hold until they review the scope.

What should the project manager do next?

- A. Discuss the requirements and update the project management plan with the new sponsor.
- B. Discuss the issue with the project team and update the project management plan.
- C. Amend the risk register and provide suggested mitigation strategies.
- D. Wait for a new project scope from the new project sponsor.

**Answer: A**

**Explanation:**

According to the Project Management Professional (PMP) Reference Materials, the next thing that the project manager should do when a client's company announces a reorganization, which includes changes in the senior management involved in the project, and the new project sponsor is asking to put the project on hold until they review the scope, is to discuss the requirements and update the project management plan with the new sponsor. This is because the project sponsor is the person who provides the vision, direction, and resources for the project, and has the authority to approve or reject changes to the project scope, schedule, budget, and quality. By discussing the requirements with the new sponsor, the project manager can ensure that the project aligns with the sponsor's expectations, goals, and priorities, and that the project scope is clearly defined and agreed upon. By updating the project management plan with the new sponsor, the project manager can reflect any changes or adjustments that may result from the reorganization or the scope review, and obtain the sponsor's approval and support for the project execution. Discussing the requirements and updating the project management plan with the new sponsor can help the project manager to

establish a good relationship with the new sponsor, and ensure that the project delivers value to the client and meets the project objectives. References: Project Management Professional (PMP) Exam Content Outline, A Guide to the Project Management Body of Knowledge (PMBOK Guide) - Seventh Edition, How to Create a Reorganization Plan in 4 Simple Steps, Steps in Managing a Reorganization.

#### NEW QUESTION 146

A project manager is assigned to a project with a long time line and complex scope. The client requires a high-level, long-term plan as well as something that will work immediately, adding features to the product as the project progresses. How should the project manager plan and deliver this project?

- A. Plan the project with a predictive approach and a work breakdown structure (WBS) following the plan and deliver value at the end of the project.
- B. Select an agile approach and manage the project according to best practices to ensure value is delivered to the client.
- C. Agree on a minimum viable product (MVP) first to be delivered immediately with the client and then release the rest of the scope at the end of the project.
- D. Plan the project with a predictive approach with a work breakdown structure (WBS) and then execute it using an agile approach to deliver value incrementally.

**Answer: D**

#### Explanation:

According to the PMBOK Guide, a project manager should choose the appropriate project approach based on the project context, objectives, stakeholders, governance, and environment<sup>1</sup>. A project approach can be predictive, agile, or hybrid, depending on the degree of uncertainty and change involved in the project<sup>2</sup>. A predictive approach is a plan-driven approach that follows a sequential and linear process to deliver the project scope as defined at the beginning of the project. An agile approach is a value-driven approach that follows an iterative and incremental process to deliver the project scope as it evolves throughout the project. A hybrid approach is a combination of serial and agile strategies that can be used for different phases or work packages of a project<sup>3</sup>.

In this scenario, the project manager is assigned to a project with a long time line and complex scope. The client requires a high-level, long-term plan as well as something that will work immediately, adding features to the product as the project progresses. This suggests that the project has both predictable and unpredictable elements, and the client expects both stability and flexibility from the project manager. Therefore, the project manager should plan and deliver the project using a hybrid approach, which can provide the best of both worlds. The project manager should plan the project with a predictive approach with a work breakdown structure (WBS), which is a hierarchical decomposition of the project scope into manageable components. The WBS can help the project manager to define the high-level, long-term plan for the project, as well as to estimate the project resources, time, and cost. The project manager should then execute the project using an agile approach, which can allow the project manager to deliver value incrementally and iteratively, adding features to the product as the project progresses. The agile approach can also enable the project manager to respond to changes and feedback from the client and the stakeholders, and to adapt the project scope accordingly.

The project manager should not plan the project with a predictive approach and a WBS following the plan and deliver value at the end of the project, as this may not meet the client's need for something that will work immediately and add features to the product as the project progresses. The predictive approach may also be rigid and inflexible to cope with the complex and uncertain scope of the project. The project manager should not select an agile approach and manage the project according to best practices to ensure value is delivered to the client, as this may not satisfy the client's requirement for a high-level, long-term plan for the project. The agile approach may also be too vague and ambiguous to handle the long time line and complex scope of the project. The project manager should not agree on a minimum viable product (MVP) first to be delivered immediately with the client and then release the rest of the scope at the end of the project, as this may not provide a clear and consistent vision and direction for the project. The MVP is a version of the product that has enough features to satisfy the early adopters and provide feedback for future development. The MVP may not represent the full scope and value of the project, and may not align with the client's expectations and needs.

References: 1: PMBOK Guide, 6th edition, page 19. 2: PMBOK Guide, 6th edition, page 25. 3: PMBOK Guide, 6th edition, page 27. : PMBOK Guide, 6th edition, page 155. : [What is a Minimum Viable Product (MVP)?]

#### NEW QUESTION 147

A software system is being built for a company. Once the system is in production, the team would like to collect usage data to evaluate the delivered value. Which evaluation practice should the project lead use to obtain accurate usage data?

- A. Build the functionality in the software to collect the operational usage data.
- B. Send out a questionnaire to all users regarding the most useful features.
- C. Embed a feedback form into the system for users to respond.
- D. Interview a sampling of users to obtain the usage data.

**Answer: A**

#### Explanation:

According to the PMBOK® Guide, project monitoring and controlling involves the processes of tracking, reviewing, and regulating the progress and performance of the project. One of the tools and techniques for monitoring and controlling project work is data analysis, which includes methods such as performance reviews, trend analysis, and variance analysis. The project lead should use data analysis to collect and evaluate the operational usage data of the software system, which reflects the actual behavior and preferences of the users. This will help the project lead to measure the delivered value of the project and identify any gaps or improvement opportunities. Building the functionality in the software to collect the operational usage data is the most accurate and reliable evaluation practice, as it avoids the biases or errors that might arise from other methods such as questionnaires, feedback forms, or interviews. 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.
- ? Project Evaluation Process: Definition, Methods & Steps by Peter Landau

#### NEW QUESTION 149

A project manager is assigned to a new project. The project management office (PMO) and the project manager agree that this is the right opportunity to include daily standup meetings. The project team has never used such tools, and a few members are challenging the decision. What should the project manager do in this situation?

- A. Engage an external vendor to perform the design phase under an iterative approach.
- B. Define the ground rules, responsibilities, and conflict management strategies.
- C. Request that new team members familiar with iterative approaches be assigned to this project.
- D. Update the project schedule to consider a daily standup as part of the project design phase.

**Answer: B**

#### 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 ground rules, which are the mutually agreed-upon standards of behavior that

guide the team's actions and interactions. Ground rules can help the project manager establish the expectations, roles, and responsibilities of the team members, as well as the methods and frequency of communication. In this scenario, the project manager is assigned to a new project, and the PMO and the project manager agree that this is the right opportunity to include daily standup meetings, which are short and focused meetings that allow the team to share progress, issues, and plans. The project team has never used such tools, and a few members are challenging the decision, which may indicate a lack of understanding or agreement on the purpose and benefits of daily standup meetings. The best way to handle this situation is to define the ground rules, responsibilities, and conflict management strategies, using ground rules as a tool. This option can help the project manager explain the rationale and objectives of daily standup meetings, clarify the roles and expectations of the team members, and address any concerns or disagreements that may arise. Engaging an external vendor, requesting new team members, or updating the project schedule are not the best options, as they do not address the issue of team development, or may be unnecessary or impractical to implement. References: PMBOK Guide, 7th edition, pages 215-216, 9.5 Develop Team.

#### NEW QUESTION 150

A project manager is involved with a project to remodel a long-used product. There are no proper records for the original design and execution of the original product. The stakeholders doubt that the remodel can be accomplished without this information and are hesitant to provide support for the project. What should the project manager do?

- A. Acknowledge the stakeholders' concerns with open dialogues and realign the project with stakeholder requirements and past lessons learned.
- B. Solicit a larger reserve for cost and time and manage the stakeholders' expectations.
- C. Share the threats of not updating old solutions and ask stakeholders to be patient with any inconveniences.
- D. Create a plan to inform stakeholders on the progress so they are able to see that the project can succeed.

**Answer:** A

#### Explanation:

The project manager should acknowledge the stakeholders' concerns with open dialogues and realign the project with stakeholder requirements and past lessons learned, as this is one of the key processes in the Project Stakeholder Management knowledge area. According to the PMBOK Guide, the project manager should engage the stakeholders throughout the project life cycle, and address their needs, expectations, and issues. The project manager should also use effective communication and collaboration techniques to build trust and rapport with the stakeholders, and to manage their expectations and influence. The project manager should also review the project scope, objectives, and deliverables with the stakeholders, and ensure that they are aligned with the project vision and goals. The project manager should also leverage any available historical information and lessons learned from previous or similar projects, and apply them to the current project. Soliciting a larger reserve for cost and time and managing the stakeholders' expectations (B) is not the best option, as it may not address the root cause of the problem, which is the lack of proper records and information for the original product. Sharing the threats of not updating old solutions and asking stakeholders to be patient with any inconveniences © is not a good strategy, as it may create resistance and conflict among the stakeholders, and reduce their trust and support for the project. Creating a plan to inform stakeholders on the progress so they are able to see that the project can succeed (D) is not enough, as it does not involve the stakeholders in the decision-making and planning processes, and may not reflect their feedback or input. References: PMBOK Guide, 6th edition, pages 513-514, 529-530; PMP Examination Content Outline, pages 9- 10, 13-14.

#### NEW QUESTION 154

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