



**PMP**

## **Exam Questions PMP**

Project Management Professional

### NEW QUESTION 1

A project team is in the planning stage and has prepared a list of activities and completed sequencing the activities. During a review, the team noted that there is a dependency missing between:

- \* Test the product
- \* Release to customer

According to the quality management plan, the product must be tested before being released.

How should the project manager enter this dependency?

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

**Answer: C**

#### Explanation:

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

### NEW QUESTION 2

A project manager is working on a project nearing completion using a hybrid approach.

During the last daily standup, the team identified a risk of not delivering on time

because team members have not initiated any of the tasks assigned to them. The project has a hard deadline to complete the agreed-on deliverables.

What should the project manager do in this situation?

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

**Answer: B**

#### Explanation:

According to the PMBOK® Guide – Seventh Edition<sup>1</sup>, a hybrid approach in project management is a combination of two or more methodologies or systems that aims to create a new and better model. A hybrid approach can blend elements from predictive and adaptive methods, such as waterfall and agile, to suit the needs and context of the project. A hybrid approach can provide flexibility, responsiveness, and customer satisfaction, as well as clarity, structure, and control.

In this scenario, the project manager is using a hybrid approach to deliver the project, which means that the team should be able to adapt to changes and uncertainties, as well as follow the agreed-on plan and scope. The team has identified a risk of not delivering on time, which is a serious threat to the project success. The project manager should act quickly and effectively to mitigate this risk and ensure the timely completion of the project.

The best option for the project manager to do in this situation is to empower the team to

self-organize and make decisions to overcome the delay (option B). This is consistent with the agile principle of trusting the team to deliver the best value to the customer<sup>2</sup>. By empowering the team, the project manager can foster a sense of ownership, accountability, and motivation among the team members, and enable them to collaborate, communicate, and solve problems more efficiently and creatively. The team can also leverage their skills, knowledge, and experience to prioritize, plan, and execute the tasks that are most critical and valuable for the project.

The other options are not the best actions to take in this situation, as they may not address the root cause of the delay, and may have negative consequences for the project and the team. Hiring additional resources to increase capacity using the contingency budget (option

A) may not be feasible or effective in a hybrid environment, where the team is expected to be cross-functional, self-organizing, and collaborative. Adding new resources may introduce communication and coordination challenges, increase the complexity and cost of the project, and disrupt the team dynamics and performance. Reassigning the remaining tasks to the most experienced team members (option C) may not be fair or realistic, as it may overload and demoralize the experienced team members, and undermine the trust and collaboration among the team. It may also create a dependency and a single point of failure for the project. Informing the sponsor about the degraded performance of the team members (option D) may not be helpful or constructive, as it may damage the relationship

and reputation of the team, and may not provide any solution or action plan for the delay. It may also violate the principle of transparency and feedback, which requires the project manager to communicate openly and honestly with the team and the stakeholders, and to provide constructive and timely feedback to improve the team performance<sup>3</sup>.

References: 1: PMBOK® Guide – Seventh Edition | Project Management

Institute 2: Principles behind the Agile Manifesto 3: Agile Practice Guide | Project Management Institute

### NEW QUESTION 3

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

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

**Answer: D**

#### Explanation:

According to the PMP reference materials, a project that is required to deliver value on an incremental basis should follow the agile project management approach<sup>12</sup>. This approach emphasizes delivering working product frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale<sup>3</sup>. To enable successful project execution, the project manager should identify the tangible and intangible benefits that each product increment will deliver to the customer and the organization<sup>4</sup>. This will help the project manager prioritize the product features, plan the iterations, and measure the progress and value of the project<sup>4</sup>. The other options are not the best actions to take for an incremental project, as they may not align with the agile principles and practices. Engaging with the project sponsor to understand the scope (A) is important, but not sufficient, as the scope may change or evolve based on customer feedback and

changing requirements. Developing a comprehensive set of requirements (B) is not advisable, as it may lead to over-analysis and delay the delivery of value. Creating a project schedule containing milestones © is not consistent with the agile approach, as it may impose rigid constraints and limit the flexibility and adaptability of the project team. References: 1: The Agile Project Management Approach - Project Management Institute 2: Agile best practices for incremental delivery | Hexaware 3: Incremental Delivery and the Principles of the Agile Manifesto | Scrum.org 4: PMP Q #44- Delivering Value Incrementally - iZenBridge

#### NEW QUESTION 4

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 5

A company has undertaken a large transformation project in preparation for the changing economy. During the planning of the transformation project, the key resource from human resources (HR) refuses to approve the proposed project plan.

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

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

**Answer: B**

#### Explanation:

The best way for the project manager to gain an understanding of the cause for the resource's refusal is to speak directly with the resource. This will allow the project manager to listen to the resource's perspective, identify any issues or concerns, and seek a mutually acceptable solution. This approach is consistent with the principles of effective communication, stakeholder engagement, and conflict management in project management. References: ? PMBOK Guide, 6th edition, pages 376-377, 504-505, 518-519. ? PMP Exam Content Outline, June 2019, pages 8-9, 14-15.

#### NEW QUESTION 6

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

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

**Answer: D**

#### Explanation:

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

#### NEW QUESTION 7

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

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

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

**Answer: A**

**Explanation:**

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

**NEW QUESTION 8**

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

What does the project manager need to do now?

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

**Answer: C**

**Explanation:**

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

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

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

**NEW QUESTION 9**

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

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

**Answer: B**

**Explanation:**

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

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

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

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

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

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

**NEW QUESTION 10**

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

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

**Answer: A**

**Explanation:**

According to the PMBOK Guide, the project manager is responsible for developing the project team by improving their competencies, interactions, and overall

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

#### NEW QUESTION 10

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

What should the project manager do?

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

**Answer:** B

#### Explanation:

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

#### NEW QUESTION 11

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

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

**Answer:** A

#### Explanation:

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

#### NEW QUESTION 16

A project that has to be delivered by the targeted date has been delayed due to an unforeseen risk occurrence. How should the project manager compress the project to ensure the completion date is not affected?

- A. Reduce the project scope.
- B. Increase the project cost.
- C. Add more project resources.
- D. Fast-track the project.

**Answer:** D

#### Explanation:

The project manager should fast-track the project to compress the project schedule and ensure the completion date is not affected by the unforeseen risk occurrence. 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 reduce the overall duration of the project, but it may also increase the risk and complexity of the project. Reducing the project scope (A) may not be possible or acceptable, as it may affect the project deliverables and customer satisfaction. Increasing the project cost (B) may not be feasible or beneficial, as it may not guarantee the reduction of the project duration. Adding more project resources © may not be available or effective, as it may introduce new challenges such as coordination, communication, and training. References: 1: PMBOK Guide, 6th Edition, p. 215.

#### NEW QUESTION 19

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

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

- A. Stakeholders who have been identified and who have needs and a potential impact on the project.

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

**Answer:** A

**Explanation:**

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

**NEW QUESTION 23**

A project manager is asked to implement a hybrid approach that will replace a predictive approach on an upcoming project. How should the project manager adjust their responsibilities accordingly?

- A. Introduce new communication tools to the project team members.
- B. Request a scrum master to focus on the collaboration while the project manager focuses on the coordination.
- C. Become a servant leader by supporting team collaboration and removing impediments.
- D. Delegate coordination activities to the product owner so the project manager can focus on managing collaboration.

**Answer:** C

**Explanation:**

= The project manager should adjust their responsibilities accordingly by becoming a servant leader by supporting team collaboration and removing impediments when implementing a hybrid approach that will replace a predictive approach on an upcoming project. According to the PMBOK® Guide, a hybrid approach is a project management approach that combines predictive and adaptive (agile) practices to fit the project context, complexity, and uncertainty[1]. A hybrid approach requires the project manager to balance the need for planning and control with the need for flexibility and responsiveness to changing customer needs and expectations[1]. Therefore, the project manager should adopt a servant leadership style, which is a leadership style that focuses on empowering and serving the team rather than directing and controlling them[1]. A servant leader supports team collaboration by facilitating communication, feedback, and decision making among the team members and other stakeholders[1]. A servant leader also removes impediments by identifying and resolving issues that prevent the team from delivering value to the customer[1]. By becoming a servant leader, the project manager can enhance the team performance and satisfaction, and deliver customer value in a hybrid approach. The other options are not appropriate for this situation, as they do not reflect the role of the project manager in a hybrid approach.

? Introducing new communication tools to the project team members is a possible action that the project manager can take, but it is not the main responsibility of the project manager in a hybrid approach. Communication tools are only effective if they are used to support team collaboration and customer feedback, which are the core values of a hybrid approach[1].

? Requesting a scrum master to focus on the collaboration while the project manager focuses on the coordination is a wrong way to implement a hybrid approach, as it creates a role conflict and a lack of alignment between the project manager and the scrum master. A scrum master is a role in an agile framework that coaches and guides the team and the product owner in applying agile principles and practices[1]. A scrum master is not a substitute for the project manager, nor is the project manager a superior to the scrum master. In a hybrid approach, the project manager and the scrum master should work together to ensure the project objectives and customer expectations are met, and to share the responsibilities of collaboration and coordination[1].

? Delegating coordination activities to the product owner so the project manager can focus on managing collaboration is a wrong way to implement a hybrid approach, as it creates a role overload and a lack of accountability for the product owner. A product owner is a role in an agile framework that represents the voice of the customer and defines and prioritizes the product backlog[1]. A product owner is not responsible for coordinating the project activities, resources, and stakeholders, which are the primary functions of the project manager. In a hybrid approach, the project manager and the product owner should work together to ensure the product vision and scope are aligned with the project goals and constraints, and to share the responsibilities of collaboration and coordination[1].

References: [1]: PMBOK® Guide, 7th edition, pages 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 29, 30, 31, 32, 33, 34, 35, 36, 37, 38, 39, 40, 41, 42, 43, 44, 45, 46, 47, 48, 49, 50, 51, 52, 53...

**NEW QUESTION 24**

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 27**

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 32**

A project manager is appointed to manage an infrastructure project that spans across several countries, including different time zones within a subregion. It is likely that most of the project team members will never meet, but they will have to collaborate to ensure deliverables are met. What should the project manager do to ensure good collaboration between the remote project team members?

- A. Discuss the concerns with the project sponsor and modify the project charter to include more budget for interactions.
- B. Set the ground rules and identify a contingency plan in the risk register.
- C. Plan a communication method and allow the project team members to virtually interact.
- D. Create a social media group platform for the team to create a supportive environment.

**Answer: C**

**Explanation:**

= According to the PMBOK Guide, 7th edition, communication is one of the key enablers of project performance, and it should be planned, managed, and monitored throughout the project life cycle<sup>1</sup>. For remote project teams, communication is even more critical, as they face challenges such as cultural differences, time zone differences, lack of face-to-face interactions, and potential misunderstandings<sup>2</sup>. Therefore, the project manager should plan a communication method that suits the needs and preferences of the remote project team members, such as email, phone, video conferencing, instant messaging, or collaboration tools<sup>3</sup>. The project manager should also allow the project team members to virtually interact with each other, to build trust, rapport, and teamwork<sup>4</sup>. This will help to ensure good collaboration and coordination among the remote project team members, and to achieve the project deliverables. References:

? 1: PMBOK Guide, 7th edition, Chapter 4: Plan and Manage Communications, p.69-70

? 2: PMBOK Guide, 7th edition, Chapter 4: Plan and Manage Communications, p.72

? 3: PMBOK Guide, 7th edition, Chapter 4: Plan and Manage Communications, p.74-75

? 4: PMBOK Guide, 7th edition, Chapter 4: Plan and Manage Communications, p.76

**NEW QUESTION 33**

A project delivers every 2 weeks. The customer raises a complaint because they do not perceive business value in the products delivered even though deliveries have been completed in a timely manner. Which activity should the project manager undertake?

- A. Change the delivery project approach.
- B. Perform a cost-benefit analysis.
- C. Review the risk analysis.
- D. Review the definition for the minimum viable product (MVP).

**Answer: D**

**Explanation:**

= The minimum viable product (MVP) is a version of a product that has just enough features to satisfy early customers and provide feedback for future development. If the customer does not perceive business value in the products delivered, the project manager should review the definition of the MVP to ensure that it aligns with the customer's expectations and needs. Changing the delivery project approach, performing a cost-benefit analysis, or reviewing the risk analysis are not likely to address the root cause of the customer's dissatisfaction. References: PMI Study Hall, [PMBOK Guide] PMBOK Guide, 6th edition, page 176 : <https://www.pmi.org/pmbok-guide-standards/foundational/pmbok>

**NEW QUESTION 38**

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 41

A project manager is performing the role of scrum master for a team of developers. There is a conflict among the developers, generated by differences in how a feature can be delivered.

The project manager organized a few spikes to resolve this conflict. What should the project manager do next?

- A. Ask the project sponsor to decide which option should be implemented.
- B. Organize a multivoting event to achieve consensus of the whole team.
- C. Allow the team to decide on their own which option should be implemented.
- D. Organize more spike events until consensus of the team is reached.

**Answer:** C

#### Explanation:

According to the PMBOK Guide 7th Edition, the project manager should act as a facilitator and coach in an agile environment, which means supporting the team members in their self-organization, collaboration, and decision making. The project manager should also respect the team's autonomy and empower them to deliver value. Therefore, the best option is to allow the team to decide on their own which option should be implemented, based on the results of the spikes. Asking the project sponsor, organizing a multivoting event, or organizing more spike events are possible actions that the project manager can take later, but they are not the best option to support the team in their agile approach. References: PMBOK Guide 7th Ed., 2.0 The Project Delivery Principles, Page 9; PMBOK Guide 7th Ed., 3.0 The Project Team, Page 23; 1

#### NEW QUESTION 42

A project for Company A was successfully delivered within scope, schedule, and budget by the end of the last iteration. However, during the project celebration ceremony, one of the business stakeholders says they perceive the project as a failure as it did not add any business value.

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

- A. Defined product backlog priorities with the sponsor and key stakeholders to deliver business benefits.
- B. Confirmed that there is a communications management plan in place to make business stakeholders aware of the success.
- C. Involved the business stakeholders in the sprint review.
- D. Implemented a closing survey for key stakeholders.

**Answer:** A

#### Explanation:

= According to the Agile Practice Guide, the product backlog is a prioritized list of features, functions, requirements, enhancements, and fixes that constitute the changes needed to deliver a viable product<sup>1</sup>. The product backlog should be aligned with the project vision and goals, and reflect the value proposition for the customer and the business<sup>2</sup>. Therefore, the project manager should have defined the product backlog priorities with the sponsor and key stakeholders to deliver business benefits, and to ensure that the project outcomes meet the stakeholder expectations and needs. This would have helped to avoid the perception of the project as a failure, as the business stakeholders would have been involved in defining and validating the value of the project deliverables. This is also consistent with the agile principle of satisfying the customer through early and continuous delivery of valuable software<sup>3</sup>. References:

? 1: Agile Practice Guide, p. 26

? 2: Agile Practice Guide, p. 28

? 3: Agile Practice Guide, p. 9

#### NEW QUESTION 43

A team member has experienced personal conflicts on past projects, making them nervous about working on the current project. The project manager knows this team member could add value to the project.

What should the project manager do to get the most value from this team member?

- A. Advise the team member to focus on the current project and consider the past conflicts as lessons learned.
- B. Advise the team member not to share personal information from past projects with the entire team.
- C. Consult with the project sponsor to find out if it is allowed to share personal information with the entire team.
- D. Consult with human resources (HR) and check company policies on what is allowed to advise the team member.

**Answer:** A

#### Explanation:

According to the PMBOK® Guide 7th Edition, the project manager should create a high-performing team by fostering a collaborative, respectful, and trusting environment. The project manager should also help the team members to overcome personal and interpersonal issues that may affect their performance. Therefore, the project manager should advise the team member to focus on the current project and consider the past conflicts as lessons learned. This would help the team member to move on from the negative experiences and contribute positively to the project. Option B is incorrect because it implies that the team member should hide their personal information from the entire team,

which could create a sense of isolation or mistrust. Option C is incorrect because it suggests that the project sponsor has the authority to decide what personal information can be shared with the entire team, which could violate the team member's privacy or autonomy. Option D is incorrect because it implies that the project manager needs to consult with HR and check company policies before advising the team member, which could delay the resolution of the issue or undermine the project manager's role as a

leader. References: PMBOK® Guide 7th Edition, Chapter 2: Creating a High-Performing Team, Section 2.1: Establishing a Team, p. 29-30.

#### NEW QUESTION 46

A project manager is managing a hybrid project. There is software in place to access the repository of project artifacts. However, a few stakeholders are reporting that they are unable to find the latest project schedule. What should the project manager do?

- A. Send the project schedule via email to the stakeholders who need that information.
- B. Make sure all stakeholders have access to the system and know where to find project artifacts.
- C. Escalate the issue to the steering committee and ask them to deal with the stakeholders' lack of training.
- D. Advise the project management office (PMO) that there is a resource gap for sharing project artifacts effectively.

**Answer: B**

**Explanation:**

According to the Agile Practice Guide, a hybrid project is a project that combines elements of predictive and adaptive project management methodologies. A hybrid project may use different methodologies for different phases or deliverables of the project, or it may blend the practices and techniques of different methodologies within the same phase or deliverable. A hybrid project may also use different tools and techniques to support the project management and delivery, such as software applications, templates, documents, or artifacts. In this scenario, the project manager is managing a hybrid project that uses software to access the repository of project artifacts. However, a few stakeholders are reporting that they are unable to find the latest project schedule. This is a communication issue that may affect the stakeholder engagement and satisfaction, as well as the project performance and delivery. The best course of action is to make sure all stakeholders have access to the system and know where to find project artifacts. This can help the project manager to ensure that the project communication is consistent, clear, and effective, and that the stakeholders are kept informed and updated on the project progress and status. Making sure all stakeholders have access to the system and know where to find project artifacts (option B) is the best solution to the issue, as it demonstrates proactive and respectful project communication and stakeholder management. Sending the project schedule via email to the stakeholders who need that information (option A) may not be sufficient or efficient, as it may create inconsistency and confusion among the stakeholders, and may increase the workload and overhead of the project manager. Escalating the issue to the steering committee and asking them to deal with the stakeholders' lack of training (option C) may also be unnecessary or inappropriate, as it may imply that the project manager is unable to handle the issue and may damage the trust and relationship with the stakeholders. Advising the project management office (PMO) that there is a resource gap for sharing project artifacts effectively (option D) may also be unrealistic or irrelevant, as it may not address the root cause of the issue or provide a clear guidance on how to improve the project communication or stakeholder engagement. References: : Project Management Institute. (2017). Agile Practice Guide. Newtown Square, PA: Author1 : Ultimate Guide To Hybrid Project Methodologies & How To Make Them 2 : A Little Bit of Both - Project Management Institute 3

**NEW QUESTION 49**

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

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

**Answer: C**

**Explanation:**

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

**NEW QUESTION 52**

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

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

**Answer: A**

**Explanation:**

According to the PMBOK Guide, 7th edition, stakeholder management is the process of identifying and engaging the people who are impacted by or can influence the project. Stakeholder management involves four steps: identify stakeholders, plan stakeholder engagement, manage stakeholder engagement, and monitor stakeholder engagement. Stakeholder analysis is a technique that helps to identify the stakeholders, their needs, expectations, interests, influence, and impact on the project. Stakeholder analysis can help to develop appropriate strategies and actions to effectively involve and satisfy the stakeholders throughout the project life cycle. In this question, the project manager has been assigned to a global project involving regulatory bodies, government agencies, internal company leaders, the project team, and end users. The question asks what the project manager should do to engage them all effectively. Based on this information, the best answer is option A, which is to analyze the stakeholders. This is because analyzing the stakeholders is the first and most important step for the project manager to engage them all effectively. Analyzing the stakeholders can help the project manager to understand the stakeholder characteristics, such as their roles, responsibilities, relationships, expectations, influence, and impact on the project. Analyzing the stakeholders can also help the project manager to identify the stakeholder needs, interests, concerns, and issues, as well as to assess the stakeholder risks and opportunities. Analyzing the stakeholders can help the project manager to develop and implement appropriate stakeholder engagement strategies and plans, such as communication,

collaboration, negotiation, conflict resolution, and feedback mechanisms. Analyzing the stakeholders can help the project manager to achieve the project objectives and deliver the project value, as well as to enhance the stakeholder satisfaction and trust.

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

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

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

#### NEW QUESTION 56

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

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

**Answer: C**

#### Explanation:

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

#### NEW QUESTION 58

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 61

At a project status meeting, different activities were agreed upon for the following weeks. At the end of the first week, the project team realizes that the activities were executed in the wrong way because each team member had a different understanding. These misunderstandings have caused a delay in the project. Which of the following actions should the project manager take to avoid this situation in the future?

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

**Answer: D**

**Explanation:**

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

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

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

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

**NEW QUESTION 66**

The change control board (CCB) rejects a change request submitted by a subject matter expert (SME). The SME refuses to accept this rejection and does not want to continue the project without the change.

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

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

**Answer: D**

**Explanation:**

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

**NEW QUESTION 71**

A project manager was recently assigned to a project that is in the execution phase and is experiencing roadblocks. During a review of the processes and procedures, the project manager notices similarities to a previous project that experienced similar roadblocks. The project manager reviews the task schedule and finds that certain tasks are well behind expectations. In speaking with the project team, the project manager confirms that the team is following the processes exactly.

What should the project manager do?

- A. Review the resources allocated to the project and change accordingly.
- B. Review and amend the processes to ensure only value-adding activities are present.
- C. Update the variation register to account for the extended project time.
- D. Update the schedule to account for the unexpected delays in the project tasks.

**Answer: B**

**Explanation:**

According to the PMBOK Guide, 7th edition, one of the key principles for project delivery is to "tailor the delivery approach based on context" (p. 11). This principle implies that the project manager should adapt the processes and practices to suit the specific needs and characteristics of the project, rather than following a rigid or predefined methodology. The project manager should review and amend the processes to ensure only value-adding activities are present, as this will help to eliminate waste, optimize efficiency, and improve performance. Reviewing the resources, updating the variation register, or updating the schedule are not effective ways to handle the situation, as they do not address the root cause of the problem, which is the misalignment between the processes and the project context. References: PMBOK Guide, 7th edition, p. 11; PMP Exam Content Outline, Domain II: Process, Task 2.

**NEW QUESTION 73**

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 78**

A leader from project B consistently reaches out to a team member in project A for assistance. What should project A's project manager do?

- A. Ensure project A's team member can finish the work committed to project.
- B. Talk with project B's leader to discuss possible impacts to both projects.
- C. Allow project B's leader to continue building relationships.
- D. Tell project A's team member to ignore project B's leader.

**Answer: B**

**Explanation:**

According to the PMBOK Guide, the project manager should manage the project resources, including the human resources, in an effective and efficient manner. The project manager should also coordinate and collaborate with other project managers and stakeholders to ensure the alignment and integration of the project activities and objectives. In this scenario, the project manager faces a resource issue that may affect the performance and delivery of both projects. The best course of action is to talk with project B's leader to discuss the possible impacts to both projects, and to find a mutually agreeable solution that balances the needs and expectations of both projects. This option demonstrates proactive and respectful project communication and resource management. Ensuring project A's team member can finish the work committed to project (option A) may not be sufficient or realistic, as it may ignore or overlook the needs and expectations of project B, and may create a conflict or resentment between the projects. Allowing project B's leader to continue building relationships (option C) may also be ineffective or inappropriate, as it may not address the root cause of the issue or provide a clear guidance on how to manage the resource allocation and utilization. Telling project A's team member to ignore project B's leader (option D) may also be counterproductive or unethical, as it may damage the relationship and trust between the projects, and may violate the professional responsibility and code of conduct of the project manager. References: : Project Management Institute. (2017). A Guide to the Project Management Body of Knowledge (PMBOK Guide) (6th ed.). Newtown Square, PA: Author1 : Project Management Institute. (2017). PMI Code of Ethics and Professional Conduct. Newtown Square, PA: Author2

**NEW QUESTION 82**

An agile coach and technical writer for a globally distributed agile team are in a country with a 9-hour time zone difference from the agile team. The agile coach and project lead disagree on the timing for the daily standup. The project lead thinks the standup should be at 10:00 am local time, but the agile coach and technical writer feel that is an inconvenient time for them.  
How does the project lead ensure adherence to agile practices?

- A. Escalate to management that the agile process is not going to work and ask them to speak to the agile coach.
- B. Inform the agile coach that the daily standup will be at 10:00 am local time and ensure all parties can attend.
- C. Have two separate daily standups, one for the agile coach and technical writer and one for the agile development team.
- D. Have a discussion with the team on the approach and come to a decision on when the daily standups should be.

**Answer: D**

**Explanation:**

= This answer is based on the agile principle of self-organizing teams, which means that the team members collaborate and decide how to best accomplish their work, rather than being directed by others outside the team. By having a discussion with the team on the approach and coming to a decision on when the daily standups should be, the project lead ensures that the team is involved in the planning and execution of their work, and that they respect each other's preferences and constraints. This will also foster trust, communication, and collaboration among the team members, which are essential for agile practices. 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 333.  
? Agile Practice Guide, Chapter 2: An Introduction to Agile, Section 2.2: Agile Manifesto and Principles, page 12.

**NEW QUESTION 83**

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 87

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 90

Stakeholders in some industries prefer to deal with programmers and system analysts directly, bypassing project managers. This complicates managing resources on projects. How should a project manager solve this issue?

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

**Answer:** A

#### Explanation:

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

#### NEW QUESTION 93

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 94

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

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

**Answer: C**

**Explanation:**

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

**NEW QUESTION 97**

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

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

**Answer: C**

**Explanation:**

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

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

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

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

**NEW QUESTION 101**

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 106**

A project involves exporting 150 packages to the customer. However, only 30 packages have been cleared by the customer for shipment. The logistics manager provided details to the customer 2 weeks ago and set up a weekly conference call to effectively communicate with them, but the customer has not been participating in the calls.

How should the project manager handle this situation?

- A. Find the root cause of the issue and discuss the customer's current engagement.
- B. Inform the customer that subsequent packages cannot be manufactured.
- C. Request a change in the contract to include the shipment in the project management plan.
- D. Request a delivery date extension from the customer.

**Answer: A**

**Explanation:**

According to the PMBOK Guide, a project manager is responsible for managing the communication with the project stakeholders, including the customer<sup>1</sup>. Communication management involves planning, executing, monitoring, and controlling the information exchange among the project participants<sup>2</sup>. Communication management also involves identifying and resolving communication issues, such as misunderstandings, conflicts, or delays<sup>3</sup>. In this scenario, the project manager is facing a communication issue with the customer, who has not cleared the shipment of 120 packages out of 150 and has not been participating in the weekly conference calls. This may affect the project schedule, budget, quality, and scope, as well as the customer satisfaction and relationship. The project manager should find the root cause of the issue and discuss the customer's current engagement, which means analyzing the factors that are preventing the customer from clearing the shipment and communicating effectively, and engaging the customer in a constructive dialogue to address the issue and restore the communication flow. Finding the root cause of the issue and discussing the customer's current engagement are examples of problem-solving and conflict management techniques, which are interpersonal skills that a project manager should have. The project manager should not inform the customer that subsequent packages cannot be manufactured, as this may worsen the situation and damage the customer relationship. The project manager should not request a change in the contract to include the shipment in the project management plan, as this may not solve the communication issue and may create unnecessary changes and complications in the project scope and contract. The project manager should not request a delivery date extension from the customer, as this may not address the root cause of the issue and may affect the project performance and reputation. References: 1: PMBOK Guide, 6th edition, page 513. 2: PMBOK Guide, 6th edition, page 361. 3: PMBOK Guide, 6th edition, page 377. 4: PMBOK Guide, 6th edition, page 56.

**NEW QUESTION 110**

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 activities<sup>2</sup>. The project manager should also update the risk register, which is a document that records the identified risks, their probability, impact, response strategies, and status<sup>3</sup>. 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 them<sup>4</sup>. 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 114**

An experienced project manager is leading an enthusiastic team but realizes the team lacks the experience to complete the job successfully. What should the project manager do to reduce the risk of project failure?

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

**Answer: C**

**Explanation:**

According to the PMBOK Guide, the project manager should develop the project team by improving the competencies, interaction, and environment of the team members. The project manager should also use various methods and techniques to enhance the team performance and satisfaction, such as coaching, mentoring, training, feedback, recognition, and rewards. In this scenario, the project manager is leading an enthusiastic team but realizes the team lacks the experience to complete the job successfully. This is a human resource risk that may affect the quality and delivery of the project. The best course of action is to provide team members with the necessary coaching and mentoring to help them acquire the skills and knowledge needed for the project, and to guide them through the challenges and issues that may arise. Providing team members with the necessary coaching and mentoring (option C) is the best solution to the issue, as it demonstrates proactive and effective project human resource management. Asking the sponsor to add experienced professionals to the team (option A) may not be feasible or desirable, as it may incur additional costs and time to onboard and integrate the new resources, and may disrupt the existing team dynamics and morale. Approving the appropriate training program for team members (option B) may also be helpful, but it is not the only or most comprehensive approach. Training is a formal and structured way of imparting knowledge and skills to the team members, but it may not address the specific needs and issues of the project or the team. Coaching and mentoring are more personalized and interactive ways of developing the team members, as they involve providing advice, feedback, support, and encouragement to the team members throughout the project. Assigning a dedicated resource to check the quality of each deliverable (option D) may also be ineffective or inefficient, as it may create a bottleneck and dependency on the resource, and may undermine the trust and responsibility of the team members. The project manager should empower the team members to perform quality assurance and control activities, and to ensure that the deliverables meet the quality standards and expectations of the project. References: : Project Management Institute. (2017). A Guide to the Project Management Body of Knowledge (PMBOK Guide) (6th ed.). Newtown Square, PA: Author 1 : Project Management Professional (PMP)® Certification | PMI 2 : What Counts as Project Management Experience? - CBT Nuggets 3 : PMP® Certification Info Summary | PMI - Project Management Institute 4 : PMP Certification Requirements | Are you eligible for PMP5

**NEW QUESTION 117**

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 project<sup>1</sup>. Mentoring is a technique that involves providing guidance and support to less experienced team members by more experienced team members<sup>1</sup>. 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 118**

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

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

**Answer: B**

**Explanation:**

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

**NEW QUESTION 123**

An agile project is running its second iteration out of six. A marketing director, who is a key stakeholder, contacts the project lead for a highlevel report of the project.

What should the project lead do?

- A. Tell the stakeholder that a new report will be produced at the end of the iteration.
- B. Explain to the stakeholder that the key indicators are by iteration.
- C. Ask the product owner to develop the new report based on the iteration information.
- D. Develop the requested report based on the iteration information.

**Answer: B**

**Explanation:**

According to the PMBOK Guide 7th Edition, an agile project is a project that uses an adaptive, iterative, incremental, or agile approach to deliver value to the customer in a fast and flexible way. An agile project typically consists of several iterations, which are short cycles of work that produce a potentially releasable product increment. An agile project also uses key indicators, such as velocity, burnup, burndown, or cumulative flow, to measure and monitor the progress and performance of the project by iteration. Therefore, the project lead should explain to the stakeholder that the key indicators are by iteration, and provide the stakeholder with the relevant information that shows the current status and trends of the project. This will help to communicate the project information clearly and transparently, to align the stakeholder expectations and feedback, and to demonstrate the value delivered by the project. Telling the stakeholder that a new report will be produced, asking the product owner to develop the new report, or developing the requested report are not the best actions, as they may not suit the preferences, availability, or influence of the stakeholder, and they may not reflect the agile principles and practices of the project. References: PMBOK Guide 7th Edition, page 19-20.

**NEW QUESTION 125**

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 129**

DRAG DROP

A project manager in an automotive company is scheduling activities for a complex project. Some of the project requirements are fixed and some are flexible. Match the items on the left with the methodology on the right that the project manager is using.

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

- A. Mastered
- B. Not Mastered

**Answer: A**

**Explanation:**

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

**NEW QUESTION 131**

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

What should the project manager establish first in the project governance structure?

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

**Answer: C**

**Explanation:**

The project manager should establish a clear RACI matrix first in the project governance structure to address the governance issue during the project execution phase. According to the PMBOK® Guide, a RACI matrix is a tool that defines the roles and responsibilities of project team members and other stakeholders for each project activity or deliverable[1]. A RACI matrix uses four categories to assign the level of involvement for each stakeholder: responsible, accountable, consult, and inform[1]. By creating a clear RACI matrix, the project manager can avoid role ambiguity and confusion, and ensure that each team member knows who to report to and who to communicate with for each project task. This way, the project manager can improve the team performance and satisfaction, and resolve the governance issue. The other options are not the first things that the project manager should establish in the project governance structure, as they do not directly address the root cause of the issue.

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

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

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

**NEW QUESTION 134**

While following up on a deliverable, a team member expresses concern to the project manager about working with another team member. This team member states that the other team member, who is a functional manager, is often defensive and aggressive during meetings.

How should the project manager handle this situation?

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

**Answer: D**

**Explanation:**

= According to the PMBOK Guide, 7th edition, one of the project manager's roles is to facilitate collaboration among team members and stakeholders<sup>1</sup>. This includes resolving conflicts and promoting a positive team environment<sup>2</sup>. Therefore, the best option for the project manager is to encourage both team members to meet as soon as possible and resolve the problem. This way, the project manager can help them understand each other's perspectives, find common ground, and reach a mutually acceptable solution<sup>3</sup>. Reporting the disruptive team member to the HR department (option A) may escalate the conflict and damage the trust and relationship between the team members. Suggesting that the team member ignore the disruptive team member and focus only on the work (option B) may not address the root cause of the problem and may lead to further resentment and frustration. Monitoring the situation for a few weeks to determine if the disruptive team member's attitude changes (option C) may not be effective, as the conflict may worsen over time and affect the team's performance and morale. References: 1: PMBOK Guide, 7th edition, page 95 2: PMBOK Guide, 7th edition, page 97 3: PMBOK Guide, 7th edition, page 98

**NEW QUESTION 135**

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

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

**Answer: C**

**Explanation:**

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

**NEW QUESTION 140**

A project manager is assigned to an agile project that has an aggressive time line and a fixed budget. Currently, the majority of the items are in the backlog and only a few are in process or completed. What should the project manager do?

- A. Assign an owner for each backlog activity and track progress.
- B. Ask for more resources to clear the backlog activities.
- C. Prioritize which backlog activities should be kept.
- D. Work on the backlog activities with fewer story points.

**Answer: C**

**Explanation:**

In an agile project, the project manager should work with the product owner and the team to prioritize the backlog items based on their value, risk, and dependencies. This way, the most important and urgent items can be delivered first, and the scope can be adjusted according to the feedback and changes in the environment. Prioritizing the backlog also helps to manage the expectations of the stakeholders and align them with the project vision and goals. Assigning an owner for each backlog activity and tracking progress (A) is not the best option, as it does not address the issue of having too many items in the backlog and how to select the ones that should be done. Asking for more resources to clear the backlog activities (B) is not feasible, as the project has a fixed budget and adding more resources may not improve the productivity or quality of the project. Working on the backlog activities with fewer story points (D) is not a good strategy, as it may lead to ignoring the items that have higher value or risk, and may not deliver the expected outcomes or benefits to the customer or the business. References: PMBOK Guide, 6th edition, pages 18-19, 176-177; Agile Practice Guide, pages 37-38, 77-78.

**NEW QUESTION 144**

An oil and gas project started without having acquired full funding for the project. The remaining funds were to be acquired during project execution. The acquisition of the remaining funds was delayed several months, resulting in a suspension of work by all contractors. What should the project manager have done to prevent this from happening?

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

**Answer: C**

**Explanation:**

The project manager should have ensured the risk of not acquiring full funding for the project was adequately assessed and mitigated by the appropriate stakeholders to prevent this from happening. According to the PMBOK® Guide, a risk is an uncertain event or condition that, if it occurs, has a positive or negative

effect on one or more project objectives<sup>1</sup>. In this case, the risk of not acquiring full funding for the project is a negative risk that could affect the project scope, schedule, cost, and quality. Therefore, the project manager should have performed the following risk management processes<sup>1</sup>:

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

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

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

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

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

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

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

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

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

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

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

#### NEW QUESTION 148

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

What should the project manager do to manage this?

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

**Answer:** A

#### Explanation:

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

#### NEW QUESTION 150

The product team is progressing with a prototyping approach to deliver a multiyear business initiative. A few user stories are taking longer to be delivered.

What should the project manager do?

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

**Answer:** BD

#### Explanation:

= The project manager should determine cross-dependencies and plan a spike in the next sprint to investigate the causes of the delay and find possible solutions. A spike is a time-boxed activity that allows the team to explore a complex problem or learn a new skill<sup>1</sup>. The project manager should also determine the risks and identify a resolution during the retrospective meeting, which is a regular event that enables the team to reflect on their performance and improve their processes<sup>2</sup>. These actions will help the project manager to address the issues that are affecting the delivery of the user stories and ensure the quality of the product.

References: = PMBOK Guide 7th Edition, Chapter 5: Delivery Performance, Section 5.2.3: Plan and Manage Iterations; PMBOK Guide 6th Edition, Chapter 6: Project Schedule Management, Section 6.2.2.5: Agile Release Planning.

#### NEW QUESTION 155

A few key team members recently left the project team. The remaining members took time to understand the details and found it difficult to make progress. As a result, the project schedule is seriously delayed.

What should the project manager do?

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

**Answer:** A

**Explanation:**

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

**NEW QUESTION 158**

A multicultural team is working on a project. After a few months of observation, the project manager realizes that two teammembers are not responding to the construction manager properly. The project manager spoke to the team members individually and found that both had cultural differences with the construction manager.

What should the project manager do to improve the situation?

- A. Ask the construction manager to meet with the two team members to resolve the situation.
- B. Ask the team members to tolerate the cultural differences as they have a different cultural background.
- C. Discuss the team members' concern with the construction manager and seek solutions.
- D. Provide the construction manager with instructions on how to resolve the situation.

**Answer: C**

**Explanation:**

According to the PMBOK Guide, 6th edition, page 349, the project manager is responsible for managing the project team and ensuring a positive team environment. One of the tools and techniques for managing the project team is conflict management, which involves identifying, addressing, and resolving conflicts among the project team members and other stakeholders. The project manager should use a collaborative or problem-solving approach to conflict management, which involves discussing the issues openly, listening to different perspectives, and finding a mutually acceptable solution that satisfies the needs and interests of all parties involved. By discussing the team members' concern with the construction manager and seeking solutions, the project manager can help to resolve the cultural differences, improve the communication and cooperation, and enhance the team performance and morale. References:

? PMBOK Guide, 6th edition, page 349

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**NEW QUESTION 160**

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

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

**Answer: D**

**Explanation:**

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

**NEW QUESTION 164**

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