



# PMP

## Exam Questions PMP

Project Management Professional

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#### NEW QUESTION 1

A project to implement a new online landing platform has started. After the first sprint, the project sponsor requested a change. What should the project manager do next?

- A. Escalate the change request to the sponsor.
- B. Inform the stakeholders of the change.
- C. Facilitate the update of the product backlog.
- D. Validate the work completed.

**Answer: C**

#### Explanation:

= According to the PMBOK® Guide, a product backlog is a prioritized list of work for the development team that is derived from the roadmap and its requirements. The most important items are shown at the top of the product backlog so the team knows what to deliver first. The development team pulls work from the product backlog as there is capacity for it, either continually (kanban) or by iteration (scrum). The product backlog is an emergent and dynamic artifact that is updated and refined throughout the project life cycle. Changes in the product backlog can be triggered by various factors, such as stakeholder feedback, new requirements, technical discoveries, or market conditions. When a change request is received, the product owner is responsible for evaluating the value and priority of the change, and deciding whether to accept or reject it. If the change is accepted, the product owner should facilitate the update of the product backlog by adding, modifying, or removing product backlog items as needed. The product owner should also communicate the change and its impact to the development team and other relevant stakeholders. The product owner may use various techniques to update the product backlog, such as user stories, acceptance criteria, story mapping, backlog grooming, or sprint planning. Updating the product backlog helps to ensure that the development team is working on the most valuable and relevant work items, and that the product vision and goals are aligned with the stakeholder expectations and needs. References: PMBOK® Guide, Sixth Edition, pages 181-182, 513-536. Atlassian. Scrum.org. Visual Paradigm. ProductPlan.

#### NEW QUESTION 2

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

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

**Answer: D**

#### Explanation:

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

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

? Agile Practice Guide, Chapter 2.1.1, page 14

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

#### NEW QUESTION 3

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

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

**Answer: A**

#### Explanation:

The stakeholder register is a document that identifies and analyzes the project stakeholders, their roles, interests, expectations, influence, and communication requirements<sup>1</sup>. It is an output of the identify stakeholders process, which is performed during the early phase of a project<sup>2</sup>. If the leader of a user party was not included in any of the requirements collection communications, it means that the stakeholder register was likely missed or outdated, and the stakeholder analysis was not performed properly. This could lead to unmet stakeholder needs, conflicts, delays, or rework<sup>3</sup>. References:

? 1: A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition, Chapter 13, Section 13.1.3.1

? 2: A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition, Chapter 13, Section 13.1.1

? 3: A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition, Chapter 13, Section 13.1.2

#### NEW QUESTION 4

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

- A. Reject the change request since it may negatively impact the project's performance.
- B. Implement the change request as soon as possible to avoid accumulating new scope.
- C. Keep the focus on the priority items while the change goes through the change control process.

D. Use the team's connections with international colleagues to get early warnings on future changes.

**Answer: C**

**Explanation:**

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

**NEW QUESTION 5**

A project manager has been selected to deliver one of an organization's key flagship solutions. Critical success factors include agility, market adaptation, and a quick response to market offerings.

What is one of the key activities that the project manager should undertake to ensure company success?

- A. Request more funding from the project sponsor to hire additional skilled resources and to incorporate additional quality in the project 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 6**

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 7**

A project team is executing a project to replace an existing system with a new one. A new project manager has been hired and observes that the team consist of professionals who have worked with the old system, and others who have little previous experience.

What should the project manager do to ensure project success?

- A. Evaluate the current effectiveness of the team and define development needs.
- B. Assign team member roles and responsibilities based on past experience.
- C. Request a performance assessment for the team from the functional manager.
- D. Allow each team member to use their individual strengths for project success.

**Answer: A**

**Explanation:**

According to the PMBOK® Guide, project performance reporting is the process of collecting, analyzing, and communicating information on the project progress and status to the project stakeholders. Project performance reporting involves the use of various tools and techniques, such as earned value management (EVM), variance analysis, trend analysis, forecasting, and performance reviews. Project performance reporting helps the project manager and the project team to monitor and control the project performance, identify and resolve issues, manage risks and changes, and implement corrective and preventive actions.

In this question, the project manager has to report the project's monthly performance to the project steering committee, based on the information provided. The information shows that the actual progress of the project is 2 units, while the planned progress is 3 units. This means that the project is behind schedule, and has not achieved the expected level of work completion. The information also shows that the actual cost of the project is 2 units, while the budgeted cost is 3 units. This means that the project is under the planned expenditure, and has spent less than the expected amount of money. The project manager should use EVM to calculate the schedule variance (SV) and the cost variance (CV) of the project, and compare them with the baseline values. The SV is the difference between the

earned value (EV) and the planned value (PV) of the project, and indicates how much ahead or behind schedule the project is. The CV is the difference between the EV and the actual cost (AC) of the project, and indicates how much over or under budget the project is. The EV is the value of the work actually performed by the project. Based on the information given, the EV can be calculated as follows:

$$EV = (AC / PV) \times PV = (2 / 3) \times 3 = 2 \text{ units}$$

The SV and CV can then be calculated as follows:  $SV = EV - PV = 2 - 3 = -1 \text{ unit}$

$$CV = EV - AC = 2 - 2 = 0 \text{ unit}$$

The negative SV indicates that the project is behind schedule, and the zero CV indicates that the project is on budget. The project manager should report these values to the project steering committee, and explain the reasons and impacts of the schedule variance. The project manager should also report the actions taken or planned to expedite the delayed activities, and to bring the project back on track. The project manager should not claim that the project has a cost savings, as this may not reflect the true value of the project, and may not compensate for the schedule delay. The project manager should also not suggest that no further actions should be taken, as this may imply a lack of concern or responsibility for the project performance.

Therefore, the best statement that the project manager should make to the project steering committee is:

\* C. The project is currently behind schedule with a corresponding lower cost, and every effort is being made to expedite the delayed activities.

References:

? PMBOK® Guide, 6th edition, pages 260-261, 267-268, 333-334

? Project Performance Reporting: Key Performance Reports

? Project Management Tools & Templates

? ProjectManagement.com - PMO Monthly Status Report

? How to Write an Effective Monthly Report [+ Templates]

? Project Management Monthly Reporting Procedure & Formats

### NEW QUESTION 8

A project team has finished its first iteration out of six. The iteration's delivery performance (velocity) was 50%. During the iteration retrospective, the team realizes that the complexity of the work was underestimated. What should the project manager do?

- A. Update the issue log and escalate it to the project sponsor.
- B. Ask to replace some team members with more experienced ones.
- C. Meet with the team to review internal actions to resolve the situation.
- D. Ask the technical manager to help the team with the issue.

**Answer: C**

#### Explanation:

The project manager should meet with the team to review internal actions to resolve the situation, because this is a common practice in agile project management. In agile projects, the team is empowered to self-organize and adapt to changing requirements and circumstances<sup>1</sup>. The iteration retrospective is a meeting where the team reflects on what went well and what can be improved in the next iteration<sup>2</sup>. If the team realizes that the complexity of the work was underestimated, they should discuss how to adjust their planning, estimation, and delivery processes to avoid this issue in the future<sup>3</sup>. The project manager should facilitate this discussion and support the team's decisions. References:

? 1: A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition, Chapter 2, Section 2.2.3

? 2: A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition, Chapter 2, Section 2.3.3.5

? 3: A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition, Chapter 2, Section 2.3.3.6

? : A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition, Chapter 2, Section 2.3.3.7

### NEW QUESTION 9

A project manager has been managing a project for several months when an issue that had not been registered as a risk appeared. This issue may have a big impact on the project. What should the project manager do?

- A. Hold a meeting with the project team and relevant stakeholders to agree on the best way to manage the issue.
- B. Inform the sponsor that the issue has arisen and that the project's success may be uncertain.
- C. Avoid managing the issue as it was not registered as a risk for the project and there is no planned response to it.
- D. Delay the project until the issue is addressed and no longer presents as a risk to the project.

**Answer: A**

#### Explanation:

= According to the PMBOK Guide, 7th edition, an issue is a point or matter in question or in dispute, or a point or matter that is not settled and is under discussion or over which there are opposing views or disagreements<sup>1</sup>. Issues can arise from any source, such as risks, changes, quality problems, conflicts, etc. Issues can have a negative impact on the project objectives if not resolved in a timely and appropriate manner<sup>2</sup>. Therefore, the project manager should proactively manage issues by following a predefined issue management process that includes identifying, analyzing, prioritizing, resolving, and monitoring issues<sup>3</sup>. One of the best practices for issue management is to involve the project team and relevant stakeholders in the process, as they may have valuable insights, suggestions, or solutions for the issue. Holding a meeting with the project team and relevant stakeholders to agree on the best way to manage the issue (option A) is the most effective option for the project manager, as it can help to address the issue collaboratively, transparently, and efficiently. Informing the sponsor that the issue has arisen and that the project's success may be uncertain (option B) may not be sufficient, as the sponsor may expect the project manager to take action and propose a solution for the issue. Avoiding managing the issue as it was not registered as a risk for the project and there is no planned response to it (option C) is not a good option, as it can lead to more problems and complications for the project. Delaying the project until the issue is addressed and no longer presents as a risk to the project (option D) may not be feasible, as it can affect the project schedule, budget, and scope. References: 1: PMBOK Guide, 7th edition, page 175 2: PMBOK Guide, 7th edition, page 176 3: PMBOK Guide, 7th edition, page 177 : PMBOK Guide, 7th edition, page 178

### NEW QUESTION 10

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

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



**Answer:** B

**Explanation:**

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

**NEW QUESTION 10**

A research and development team is finishing up a two year initiative. The project manager is focused on the closing activities for the project. Which activity should be considered as a priority?

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

**Answer:** D

**Explanation:**

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

**NEW QUESTION 11**

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 13**

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

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

**Answer:** C

**Explanation:**

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

**NEW QUESTION 18**

A project team was asked to resume development activities on a project that was suspended for a few months due to the fast-changing environment and

conditions. What should the project lead do?

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

**Answer:** A

**Explanation:**

= This answer is based on the agile practice of backlog refinement, which is the process of reviewing, updating, and prioritizing the backlog items with the project team and other stakeholders. By reviewing the items remaining in the backlog with the project team, the project lead can ensure that the team has a clear and shared understanding of the project scope, requirements, and value. This will also help to identify and address any changes, dependencies, risks, or issues that may have occurred during the suspension of the project. This approach will enable the project team to resume the development activities with confidence and alignment. References: (Project Management Professional (PMP) Reference Materials source and documents)

? A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition, Chapter 14: Enabling Change, Section 14.2: Leading the Team, page 334.

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

**NEW QUESTION 22**

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

What should the project manager do next?

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

**Answer:** A

**Explanation:**

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

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

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

**NEW QUESTION 23**

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 24**

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 29

A project manager has been approached by the project sponsor about adding to the project scope. How should the project manager accommodate this request?

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

**Answer: B**

#### Explanation:

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

#### NEW QUESTION 33

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

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

**Answer: B**

#### Explanation:

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

References:

- ? PMBOK® Guide 7th Edition, Chapter 7: Team Performance, Section 7.2: Enable Team Performance, Page 181
- ? PMBOK® Guide 6th Edition, Chapter 9: Resource Management, Section 9.4: Manage Team, Page 341
- ? Agile Practice Guide, Chapter 3: Implementing Agile: Creating an Agile Environment, Section 3.4: Delivery Practices, Page 40

#### NEW QUESTION 35

According to this burnup chart for the last 7-day sprint, what should the project lead address with the product owner and team?

- A. The team is not meeting the expectations of the product owner.
- B. The product owner should not ask the team to change their sprint commitments.
- C. The team added new work to the sprint after it has started.
- D. The team should have stopped on day 4 and started a new sprint.

**Answer: C**

#### Explanation:

According to the Agile Practice Guide, a burnup chart is a graphical tool that shows the amount of work completed and the total amount of work in a project or sprint. It helps to visualize the progress and scope of the project or sprint, and to identify any changes or deviations that may occur. In this scenario, the burnup chart shows that the team has added new work to the sprint after it has started, as indicated by the upward slope of the total work line. This is a violation of the agile principle of delivering working software frequently and satisfying the customer through early and continuous delivery of valuable software. Adding new work to the sprint after it has started may disrupt the team's focus and flow, increase the complexity and uncertainty of the sprint, and compromise the quality and value of the deliverable. The project lead should address this issue with the product owner and the team, and remind them of the importance of respecting the sprint commitments and avoiding scope creep. The project lead should also help the product owner and the team to prioritize and refine the product backlog, and to plan and execute the sprints in a consistent and predictable manner. The project lead should also encourage the product owner and the team to communicate and collaborate effectively, and to seek and provide feedback regularly. Creating a burnup chart and mapping assumptions to impediments based on the impact to the project value (option C) is the best solution to the issue, as it demonstrates proactive and effective project integration and risk management. The team is not meeting the expectations of the product owner (option A) may not be true or fair, as the team may still be able to deliver the expected value and quality within the sprint timebox, despite the addition of new work. However, this option does not address the root cause of the issue or provide a constructive feedback to the product owner and the team. The product owner should not ask the team to change their sprint commitments (option B) may also be partially correct, as the product owner should respect the team's autonomy and capacity, and should not impose unrealistic or unnecessary changes to the sprint scope. However, this option does not consider the possibility that the team may have added new work to the sprint without the product owner's request or approval, or that the product owner and the team may have agreed to change the sprint commitments based on new information or feedback. The team should have stopped on day 4 and started a new sprint (option D) may also be impractical or inefficient, as it may waste the time and effort that the team has already invested in the current sprint,



and may create unnecessary overhead and disruption to the project flow. Stopping and starting anew sprint may also not guarantee the improvement of the project performance or delivery, unless the product owner and the team address the underlying issue of adding new work to the sprint after it has started. References: : Project Management Institute. (2017). Agile Practice Guide. Newtown Square, PA: Author1 : What is a Burn Up Chart & How to Create One | Atlassian 2 : What Is a Burn Up Chart In Agile Project Management1 : What Is a Burndown Chart? | Coursera 3

#### NEW QUESTION 38

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

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

**Answer: C**

#### Explanation:

According to the PMI Code of Ethics and Professional Conduct, project managers have a responsibility to respect the confidentiality and privacy of their stakeholders1. If they inadvertently disclose confidential information, they should promptly inform the affected parties and take corrective actions2. In this scenario, the project manager should inform the client and their supervisor about the mistake and apologize for the breach of confidentiality. They should also ask the other manager to delete the email and confirm that they have done so. This would demonstrate honesty, respect, and professionalism. References: 1: PMI Code of Ethics and Professional Conduct, Section 2.2.4 2: PMI Code of Ethics and Professional Conduct, Section 5.3.2

#### NEW QUESTION 40

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 43

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 others1. It can help the team to cope with stress, communicate effectively, empathize with others, overcome challenges, and resolve conflicts2. 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 44

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 48

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 53

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 57

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

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

**Answer: D**

#### Explanation:

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

The other options are not correct because:

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

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

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

project work, and ensuring alignment and consistency among the project plans.

The references are:

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

#### NEW QUESTION 58

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

What should the project manager do next?

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

**Answer: C**

#### Explanation:

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

#### NEW QUESTION 60

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 high-level 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 63

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 64

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

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

**Answer:** A

#### Explanation:

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

#### NEW QUESTION 69

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

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

**Answer:** D

#### Explanation:

The project manager should establish common ground through collaboration and understanding the team members' needs in order to negotiate between them and reach an agreement that will advance the project. This is a technique of conflict resolution that involves finding a mutually acceptable solution that partially satisfies both parties<sup>1</sup>. The project manager should facilitate a constructive dialogue between the team members, listen to their perspectives and concerns, and help them identify areas of agreement and compromise<sup>2</sup>. Encouraging a positive ongoing relationship between the team members (A) may be a good outcome of the negotiation, but it is not a technique to achieve it. Coaching and mentoring the team members to build consensus and resolve the conflict (B) may be a useful approach, but it is not a direct way of negotiating between them. Organizing a team-building event to improve the morale among team members © may be a beneficial activity, but it does not address the specific issue of the misunderstanding between the two team members. References: 1: PMBOK Guide, 6th Edition, p. 5042: Top 60+ PMP Exam Questions and Answers for 2023 - KnowledgeHut

#### NEW QUESTION 74

A project manager at a large corporation has been assigned to oversee a customer experience project. Within the project, customer satisfaction is a big issue and there are many unresolved customer queries on a daily basis. The project manager has been informed that the customer service team is overwhelmed with these unresolved queries.

Which two actions should the project manager take to correct this problem? (Choose 2)

- A. Ask senior management to replace the customer service manager with a more qualified one.
- B. Contact the customers in batches and inform them that the issues are being worked on currently.
- C. Deploy solutions that will track, prioritize, and resolve queries as soon as possible.
- D. Request that the customer service team prioritizes work on queries that are received this week.
- E. Confirm the issues truly exist by conducting a survey and other analyses that may detect the real issue.

**Answer:** BC

#### Explanation:

According to the PMBOK Guide, 6th edition, page 385, the project manager is responsible for managing stakeholder expectations and ensuring customer satisfaction. One of the tools and techniques for managing stakeholder engagement is communication skills, which include informing, persuading, and resolving conflicts. By contacting the customers in batches and informing them that the issues are being worked on currently, the project manager can demonstrate transparency, honesty, and empathy, and can maintain a positive relationship with the customers. Another tool and technique for managing stakeholder engagement is issue management, which involves identifying, analyzing, and resolving issues that may affect the project performance or stakeholder satisfaction. By deploying solutions that will track, prioritize, and resolve queries as soon as possible, the project manager can address the root causes of the issues, prevent them from escalating, and ensure timely and effective resolution. References:

? PMBOK Guide, 6th edition, page 385

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#### NEW QUESTION 79

A company has decided to initiate a project to eliminate a sales channel that has been unprofitable for the past 3 years. Some members of the project team are pessimistic about the project.

What should the project manager do in this situation?

- A. Provide team members with specific and clear instructions on the project objectives and tasks.
- B. Communicate the project's impact and plans to engage the project team throughout the project.
- C. Escalate the team's concerns and ask the project sponsor to change the team's composition.
- D. Engage the functional managers to describe the project's impact to the team members directly.

**Answer:** B



**Explanation:**

= According to the PMBOK Guide, communication is one of the key skills of a project manager, and it is essential for building and maintaining relationships with the project stakeholders, including the project team. Communication can help to create a shared understanding of the project vision, goals, benefits, and expectations, as well as to address any issues, concerns, or conflicts that may arise during the project. Communication can also foster trust, collaboration, and motivation among the project team members, and enhance their performance and satisfaction. In this scenario, the project manager should communicate the project's impact and plans to engage the project team throughout the project, as this can help to overcome the pessimism and resistance of some team members, and to align them with the project objectives and tasks. Providing team members with specific and clear instructions, escalating the team's concerns and asking for a change in the team's composition, or engaging the functional managers to describe the project's impact are not the best options, as they may not address the root cause of the team's pessimism, or may even worsen the situation by creating more confusion, resentment, or detachment among the team members. References: = PMBOK Guide, 7th edition, pages 50-51, 58-59, 62-63.

**NEW QUESTION 82**

A project manager acquired information from the market that would reduce the business value being delivered by an ongoing project. Based on that information, the project manager believes the project should be stopped. How should the project manager handle the situation?

- A. Have a discussion with the project sponsor and cancel the project.
- B. Have a discussion with the sponsor and recommend the project business value be reassessed.
- C. Remove the items no longer applicable from the backlog and present the backlog to the project team.
- D. Continue working on the defined scope and review the risk matrix.

**Answer: B**

**Explanation:**

The project manager should handle the situation by having a discussion with the sponsor and recommending the project business value be reassessed. This is because the project manager is not authorized to cancel the project, but should communicate the new information to the sponsor and suggest a reevaluation of the project benefits and alignment with the organizational strategy. This approach is consistent with the principles of stakeholder engagement, communication management, and business environment in project management. References:

? PMBOK Guide, 6th edition, pages 33-34, 51-52, 513-514.

? PMP Exam Content Outline, June 2019, pages 6-7, 10-11, 16-17.

**NEW QUESTION 83**

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

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

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

**Answer: D**

**Explanation:**

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

**NEW QUESTION 85**

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

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

**Answer: C**

**Explanation:**

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

? : Agile Practice Guide, page 35

? : Agile Practice Guide, page 37

**NEW QUESTION 88**

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

What should the project manager do?

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

**Answer: D**

**Explanation:**

= This answer is based on the agile practice of backlog refinement, which is the process of reviewing, updating, and prioritizing the backlog items with the project team and other stakeholders. By reviewing the items remaining in the backlog with the project team, the project lead can ensure that the team has a clear and shared understanding of the project scope, requirements, and value. This will also help to identify and address any changes, dependencies, risks, or issues that may have occurred during the suspension of the project. This approach will enable the project team to resume the development activities with confidence and alignment. References: (Project Management Professional (PMP) Reference Materials source and documents)

? A Guide to the Project Management Body of Knowledge (PMBOK® Guide) –Seventh Edition, Chapter 14: Enabling Change, Section 14.2: Leading the Team, page 334.

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

**NEW QUESTION 90**

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

What should the project manager do?

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

**Answer: C**

**Explanation:**

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

**NEW QUESTION 91**

Organizational downsizing has resulted in the key subject matter expert (SME) resource leaving a multiyear project. What should the project manager do?

- A. Update the stakeholder register.
- B. Consult the project sponsor.
- C. Refer to the resource management plan.
- D. Modify the statement of work (SOW).

**Answer: C**

**Explanation:**

According to the web search results, a subject matter expert (SME) is a professional with in-depth knowledge of a specific subject or area<sup>1</sup>. They collaborate with project managers, teams and stakeholders to provide technical expertise and input in their area<sup>1</sup>. When an SME leaves a project, it can have a significant impact on the project's quality, scope, schedule and budget<sup>2</sup>.

One of the possible actions that a project manager can take when an SME leaves a project is to refer to the resource management plan<sup>3</sup>. The resource management plan is a component of the project management plan that describes how project resources are acquired, allocated, managed and released<sup>4</sup>. It may also include a contingency plan for dealing with resource changes or risks<sup>4</sup>. By referring to the resource management plan, the project manager can identify the best way to replace the SME or adjust the project accordingly<sup>3</sup>.

Another possible action that a project manager can take when an SME leaves a project is to consult the project sponsor. The project sponsor is a person or group who provides resources and support for the project and is accountable for enabling success<sup>4</sup>. The project sponsor can help the project manager to secure a new SME, approve changes to the project scope or budget, or resolve any issues or conflicts that may arise due to the SME's departure.

The other two options, updating the stakeholder register and modifying the statement of work (SOW), may not be the best actions to take when an SME leaves a project. The stakeholder register is a project document that identifies the people, groups or organizations that have an interest in or may affect or be affected by the project<sup>4</sup>. The statement of work (SOW) is a narrative description of the products, services or results to be delivered by the project<sup>4</sup>. Updating the stakeholder register or modifying the SOW may not be necessary or appropriate unless the project scope, objectives or deliverables have changed significantly due to the SME's departure.

Therefore, based on the web search results, the most likely answer to the question is either C or B, but you will have to verify the answer yourself using the official sources. References: 2: Employment Downsizing and its Alternatives - SHRM 1: SMEs in Project Management: Definition and Importance | Indeed.com 3: The Subject Matter Expert (A Misunderstood Product Owner Stance) 4: A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Sixth Edition : Why And How You Should Develop In- House Subject Matter Experts ... - Forbes : Project Management Professional (PMP)® Examination Content Outline

**NEW QUESTION 94**

A new team member inquires about how much they need to learn about the organizational process assets (OPAs) residing on the company intranet. Another team member states they only need to know the basics. However, the project manager believes the team member should know everything regarding the OPAs.

What should the project manager do?

- A. Clarify the relevance of reviewing the documentation on the intranet.
- B. Create a training schedule for the new team member to follow over the next few weeks.
- C. Ask a senior team member to help the new team member navigate through all the documentation.
- D. Escalate the inquiry to the team member's functional manager.

**Answer: A**

**Explanation:**

= This answer is based on the knowledge area of project integration management, which involves coordinating all aspects of the project, including the use of organizational process assets (OPAs). OPAs are the plans, processes, policies, procedures, and knowledge bases specific to and used by the performing organization. They can help the project team to perform or govern the project, such as by providing templates, standards, guidelines, or lessons learned. By clarifying the relevance of reviewing the documentation on the intranet, the project manager can help the new team member to understand the importance and value of OPAs for the project, and to identify the ones that are most relevant and useful for their role and responsibilities. References: (Project Management Professional (PMP) Reference Materials source and documents)

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

Seventh Edition, Chapter 4: Integrating Project Work, Section 4.1: Overview of Project Integration Management, page 77.

? The Standard for Project Management, Part 1: The Project Management Body of Knowledge, Section 1.3: Organizational Process Assets, page 17.

#### NEW QUESTION 98

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

What should the project manager do to motivate the team?

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

**Answer:** C

#### Explanation:

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

tracking<sup>4</sup>. References: 1: PMBOK Guide, 6th edition, p. 215 2: PMBOK Guide, 6th edition, p. 216 3: PMBOK Guide, 6th edition, p. 336 4: PMBOK Guide, 6th edition, p. 337

#### NEW QUESTION 99

In a hybrid project, the customer has issued a contract that specifies the deliverables for each quarter. The customer wants to show their stakeholders a tangible outcome in the first quarter and wants to move the second milestone to the first quarter. The project manager explains to the customer that it is not feasible unless the requirements for the second milestone are changed.

Which two actions should the project manager take? (Choose 2)

- A. Ask the customer for their priorities regarding the requirements for the second milestone.
- B. Convince the customer to leave the second milestone in place and not change it.
- C. Tell the customer that moving the milestone has a very high impact on the cost of the project.
- D. Go back to the development team and discuss which second milestone requirements can be performed in the first quarter.
- E. Escalate the issue to upper management to resolve the problem, and suggest a plan.

**Answer:** AD

#### Explanation:

In a hybrid project, the project manager needs to balance the customer's expectations and the team's capabilities, while following the contract terms and the project management plan. The project manager should ask the customer for their priorities regarding the requirements for the second milestone, as this can help to identify the most important features or functionalities that the customer wants to deliver in the first quarter. This can also help to manage the scope and avoid scope creep. The project manager should also go back to the development team and discuss which second milestone requirements can be performed in the first quarter, as this can help to assess the feasibility and the impact of the change request on the schedule, cost, quality, and resources. The project manager should then communicate the results of the analysis to the customer and negotiate a mutually acceptable solution.

The other options are not appropriate actions for the project manager to take. Option B is not customer-oriented and does not address the customer's need for a tangible outcome. Option C is not constructive and does not offer any alternatives or solutions. Option E is not proactive and does not involve the customer or the team in the decision-making process. References: = PMBOK Guide, 6th edition, pages 134-135, 176-177, 444- 445; PMP Exam Content Outline, 2021, pages 9-10, 14-15

#### NEW QUESTION 101

A construction company recently won the bid for a project to build a cable bridge. A project charter has been prepared and a project manager has been assigned. The project manager is creating a work breakdown structure (WBS) for the project.

To what level should the project manager decompose their project?

- A. To the level where the highest level of quality is maintained
- B. To the lowest level where cost and duration can be estimated and managed
- C. To level four of the schedule for bridge construction
- D. To the level where the bridge can be constructed safely

**Answer:** B

#### Explanation:

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



#### NEW QUESTION 102

A project team is preparing a report for the stakeholders. The team gathers and collates a large amount of data to be included in the status report. What should the project manager do next?

- A. Instruct the team to analyze and interpret the data before including it in the report.
- B. Ensure the team follows standard operating procedures (SOP) for creating a stakeholder report.
- C. Instruct the team to make only a graphical representation of all the data for the report.
- D. Instruct the team to conduct a meeting with the stakeholders before finalizing the report.

**Answer:** A

#### Explanation:

= According to the PMBOK Guide, data analysis is the process of applying analytical techniques to transform, aggregate, or organize data into meaningful information. Data analysis can help the project manager and the project team to monitor and control the project performance, identify and resolve issues, support decision making, and communicate effectively with the stakeholders. In this scenario, the project manager should instruct the team to analyze and interpret the data before including it in the report, as this can help to provide relevant, accurate, and timely information to the stakeholders, and to highlight the key findings, trends, variances, and recommendations. Ensuring the team follows SOP, instructing the team to make only a graphical representation, or instructing the team to conduct a meeting with the stakeholders are not the best options, as they may not ensure the quality, clarity, or usefulness of the report, or may delay the delivery of the report. References: = PMBOK Guide, 7th edition, pages 176-177, 182-183.

#### NEW QUESTION 105

A project manager is meeting with the project sponsor regarding a new project. The project manager tells the sponsor that, as part of the communications management plan, a weekly email will be sent with the status of the project, so the sponsor can be informed of the progress. The sponsor indicates that the email is not necessary because they will ask for a status update whenever it is needed. What should the project manager do next?

- A. Ask the project sponsor what sort of information is needed and agree on a frequency for the communication.
- B. Tell the project sponsor that if they prefer to not receive the communication, there is no problem in removing them from the email distribution.
- C. Advise the project sponsor to request a 15-minute meeting, whenever necessary, with prior notification.
- D. Agree to the project sponsor's request, but continue to copy them on the weekly email so they can be informed of progress in case it is needed.

**Answer:** A

#### 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 planning communications is communication requirements analysis, which involves determining the information needs and preferences of the stakeholders. The project manager should ask the project sponsor what sort of information is needed and agree on a frequency for the communication, based on the project objectives, risks, and issues. This will help the project manager to tailor the communication plan to the project sponsor's expectations and to avoid over- or under-communicating. 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 107

A multimillion-dollar project has started and is in the execution phase. A local regulatory authority has just announced changes to the requirements that will need to be implemented in 6 months, prior to completing the project execution phase. What should the project manager do next?

- A. Ignore the new requirements as the current budget and schedule do not allow for any changes.
- B. Proceed with the defined project requirements and delay implementing the new requirements.
- C. Add the new requirements to the project scope immediately since they are mandatory changes.
- D. Review the new requirements with the compliance department to determine if a change request is needed.

**Answer:** D

#### Explanation:

When a project is affected by external factors, such as changes in regulations, laws, or standards, the project manager should not ignore or delay the implementation of the new requirements, as this could result in non-compliance, penalties, or rework<sup>1</sup>. The project manager should also not add the new requirements to the project scope without following the change control process, as this could cause scope creep, increased costs, or schedule delays<sup>2</sup>. The best course of action is to review the new requirements with the compliance department, who are responsible for ensuring that the project adheres to the applicable rules and regulations<sup>3</sup>. The compliance department can help the project manager assess the impact of the new requirements on the project scope, schedule, cost, quality, and risk, and determine if a change request is needed<sup>4</sup>. A change request is a formal proposal to modify any aspect of the project, and it must be approved by the change control board before it can be implemented. References: 1: PMBOK Guide, 6th edition, p. 26 2: PMBOK Guide, 6th edition, p. 134 3: PMBOK Guide, 6th edition, p. 29 4: PMBOK Guide, 6th edition, p. 115 : PMBOK Guide, 6th edition, p. 119

#### NEW QUESTION 108

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

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

**Answer:** A

#### Explanation:

= In an agile project, the project manager should use various methods to monitor and track the project performance and progress, such as burn charts, cumulative flow diagrams, Kanban boards, etc. These methods can help the project manager identify any impediments or issues that may affect the project delivery and take



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

#### NEW QUESTION 110

A new building project is in the middle of its life cycle. The municipality informs the project manager that due to new regulations, the parking lot around the project has to accommodate twice the number of cars than was initially planned. What should the project manager do next?

- A. Assess the impact of the required change and consult with the executive sponsors to determine the best course of action.
- B. Have the company's lawyers write to the municipality and reject the change as it was not part of the scope approved by the municipality.
- C. Request the project sponsor to fund this change as it is a new regulation, then order the materials in order to start working.
- D. Ask the designers to start designing a solution for this new requirement while the project is running and determine the funding for this change.

**Answer:** A

#### Explanation:

According to the PMBOK Guide, 6th edition, page 123, the project manager is responsible for managing the project scope and ensuring that the project deliverables meet the agreed requirements and expectations of the customer and other stakeholders. If the project manager receives a request for a change in the project scope, such as the parking lot size, the project manager should follow the change management process, which involves assessing the impact of the change on the project objectives, constraints, and assumptions, and consulting with the executive sponsors and other key stakeholders to determine the best course of action. The project manager should not reject, accept, or implement the change without following the change management process, as this may lead to scope creep, rework, waste, or poor quality. References:

? PMBOK Guide, 6th edition, page 123

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#### NEW QUESTION 114

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

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

**Answer:** B

#### Explanation:

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

#### NEW QUESTION 116

A product owner is invited to a sprint review meeting. At the end of the review, the product owner says that the increment is ready to be delivered to the customer. What conclusion should the project manager come to with regard to the product owner's statement?

- A. The product owner has evaluated the product against the definition of done (DoD).
- B. The product owner will release the product to customers without showing them a demo.
- C. The product owner does not have visibility into what the team has done in the product increment.
- D. The product owner trusts the team and is marking the product as complete.

**Answer:** A

#### Explanation:

According to the PMBOK® Guide, a sprint review is a scrum event in which the scrum team and the product owner inspect the product increment and adapt the product backlog if needed. The product increment is the sum of all the product backlog items completed during a sprint and the value of the increments of all previous sprints. The product owner is responsible for determining whether the product increment meets the definition of done (DoD), which is a shared understanding of what it means for work to be complete. The DoD is used to assess when a product backlog item or an increment is done. The product owner also decides when to release the product increment to the customer, based on the feedback received from the stakeholders during the sprint review. In this question, the product owner says that the increment is ready to be delivered to the customer at the end of the sprint review. This implies that the product owner has evaluated the product increment against the DoD and found it to be acceptable. The product owner may also have received positive feedback from the stakeholders who attended the sprint review. Therefore, the project manager should conclude that the product owner has fulfilled their role and responsibility in the sprint review, and is satisfied with the quality and value of the product increment.

The other options are not correct because they do not reflect the purpose and outcome of the sprint review. Option B is wrong because it suggests that the product owner will bypass the sprint review and not seek feedback from the stakeholders. This would violate the scrum principles of transparency, inspection, and adaptation. Option C is wrong because it implies that the product owner is not involved in the development process and does not collaborate with the scrum team. This would contradict the scrum values of commitment, focus, and respect. Option D is wrong because it indicates that the product owner is not verifying the product increment against the DoD and the acceptance criteria. This would compromise the quality and value of the product. References:

? PMBOK® Guide, 6th edition, pages 206-207, 540-541

? Sprint Review: What It Is and How To Run One Effectively

? Project Management Sprints: Methods, Steps, Best Strategies

#### NEW QUESTION 118

Some project teams are voicing frustration because of conflicting priorities between agile and predictive work in a complex project. Which leadership style would effectively promote collaboration across the project teams?

- A. Delegative leadership
- B. Servant leadership
- C. Directive leadership
- D. Leadership by example

**Answer: B**

#### Explanation:

Servant leadership is a leadership style that focuses on empowering and serving the team members, rather than directing or controlling them. Servant leaders foster a collaborative and trusting environment, where team members can share their ideas, opinions, and concerns. Servant leaders also support the team members in their professional and personal growth, and help them overcome any obstacles or challenges. This leadership style would effectively promote collaboration across the project teams, especially in a complex project that involves agile and predictive work. Servant leadership is aligned with the principles of agile project management, as well as the values and ethics of project management. References:

? PMBOK Guide, 6th edition, pages 56-57, 504-505, 686-687.

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

? Agile Practice Guide, pages 19-20, 27-28.

#### NEW QUESTION 121

An organization is using a hybrid delivery approach for a complex project. In the iteration review, a senior manager is asking for a complete redesign of the functionality presented. This may require a significant change in the technical architecture and an additional release. What should the project lead do first?

- A. Discuss with the solution architect
- B. Discuss with the development team
- C. Discuss with the product owner
- D. Discuss with the technical lead

**Answer: C**

#### Explanation:

The project lead should first discuss with the product owner, who is responsible for defining and prioritizing the product requirements and ensuring that they deliver value to the customer and the organization. The project lead should understand the rationale behind the senior manager's request and the impact it would have on the product vision, scope, and schedule. The project lead should also collaborate with the product owner to assess the feasibility and desirability of the proposed redesign and determine the best way to handle it in the hybrid delivery approach. This approach is consistent with the principles of stakeholder engagement, communication management, and agile project management. References:

? PMBOK Guide, 6th edition, pages 51-52, 513-514, 686-687.

? PMP Exam Content Outline, June 2019, pages 6-7, 10-11, 16-17.

? Agile Practice Guide, pages 19-20, 27-28, 35-36.

#### NEW QUESTION 124

A company is transitioning from a predictive approach to an agile approach. The team members work remotely, and some have personal conflicts that make them unavailable for some project ceremonies. The product owner has made it clear that the agenda is very tight and the team should make every effort to participate in all ceremonies.

What should the project manager, as a servant leader, do to address this situation?

- A. Ask the team members to decide collectively on how to support the team.
- B. Engage in separate ceremonies with these team members to allow them to stay on the project.
- C. Evaluate alternative options and try to find resources with similar skills.
- D. Perform the ceremonies without the team members and send them notes by email.

**Answer: A**

#### Explanation:

= The project manager, as a servant leader, should ask the team members to decide collectively on how to support the team. This is because the team members are the best people to know their own availability, preferences, and constraints. The project manager should facilitate a collaborative discussion among the team members to find a solution that works for everyone and respects the agile principles and values. The project manager should also empower the team members to self-organize and take ownership of their work and commitments.

? Option B is not a good action, as engaging in separate ceremonies with these team members may create inconsistency, confusion, and duplication of work. It may also reduce the transparency, communication, and feedback that are essential for agile projects. The project manager should try to ensure that all team members participate in the same ceremonies and follow the same process.

? Option C is not a good action, as evaluating alternative options and trying to find resources with similar skills may not be feasible or desirable. It may also create additional costs, risks, and delays for the project. The project manager should try to retain the existing team members and leverage their skills and knowledge. The project manager should also respect the team members' personal conflicts and not force them to leave the project.

? Option D is not a good action, as performing the ceremonies without the team members and sending them notes by email may not be effective or efficient. It may also create a sense of exclusion, isolation, and disengagement among the team members. The project manager should try to ensure that all team members are actively involved and engaged in the ceremonies and the project. The project manager should also use interactive and synchronous communication tools and techniques to foster collaboration and alignment among the team members. References:

? [PMBOK Guide], 6th edition, page 52, section 3.1.4

? [Agile Practice Guide], page 14, section 1.3.2

? [PMP Exam Content Outline], page 11, task 1 under domain 3

#### NEW QUESTION 126

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

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

**Answer: C**

**Explanation:**

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

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

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

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

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

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

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

**NEW QUESTION 131**

Two members of a new project team disagree on the best approach to solve a problem.

The conflict has been going on for 1 week. The two members are tense around each other and are taking everything personally. What should the project manager do?

- A. Send both team members to the human resources (HR) department for an acceptable resolution.
- B. Understand each team member's argument and select the one that results in less risk to the project.
- C. Help the team members to resolve the conflict in a way that results in the best team performance.
- D. Offer a compromise that is acceptable to both team members, even if it may not be the best solution.

**Answer: C**

**Explanation:**

According to the PMBOK Guide, the project manager should use appropriate conflict resolution techniques to minimize the negative effects of conflict and enhance project performance. The project manager should also consider the emotional and interpersonal aspects of conflict and facilitate constructive dialogue between the parties involved. Sending both team members to the HR department (option A) may not be the best solution, as it may imply that the project manager is unable to handle the conflict and may damage the trust and morale of the team. Understanding each team member's argument and selecting the one that results in less risk to the project (option B) may also be problematic, as it may create a win-lose situation and increase the resentment and frustration of the losing party. Offering a compromise that is acceptable to both team members, even if it may not be the best solution (option D) may also be suboptimal, as it may result in a lose-lose situation and reduce the quality and effectiveness of the project outcome. Helping the team members to resolve the conflict in a way that results in the best team performance (option C) is the most desirable option, as it may lead to a win-win situation and foster collaboration and innovation among the team members. References: : Project Management Institute. (2017). A Guide to the Project Management Body of Knowledge (PMBOK Guide) (6th ed.). Newtown Square, PA: Author.

**NEW QUESTION 132**

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

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

**Answer: A**

**Explanation:**

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

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



? PMP Exam Prep Coursebook, Chapter 4: Project Integration Management, pp. 4-1- 4-24.  
 ? Project Evaluation Process: Definition, Methods & Steps by Peter Landau

### NEW QUESTION 137

#### DRAG DROP

During a project's planning session, the project team discussed selecting the required information to be included in the monthly progress report. This report will be produced in the Executing and Monitor and Controlling phases and will be used when communicating project progress to the client. Match the scenario on the left with the action on the right.

Team will measure the progress and convert it to equivalent dollar value	Value of Work Done
Team will measure project progress and compare it to base schedule	Schedule Performance Index (SPI)
Team will show a graphical representation of actual progress, trend progress, and the planned progress	Earned Value (EV) Calculation
Team will show the project progress with measurement of cost & schedule	S-Curve

- A. Mastered
- B. Not Mastered

**Answer:** A

#### Explanation:

The correct answer is to match the scenario on the left with the action on the right as follows:

- ? Team will measure the progress and convert it to equivalent dollar value -> Earned Value Analysis
- ? Team will measure project progress and compare it to base schedule -> Schedule Variance
- ? Team will show the project progress with measurement of cost & schedule -> Cost Performance Index and Schedule Performance Index
- ? Team will show a graphical representation of actual progress, trend progress, and the planned progress -> S-Curve

Comprehensive and Detailed Explanation: According to the PMBOK® Guide – Seventh Edition<sup>1</sup>, a monthly progress report is a type of performance report that provides information on the project's status, achievements, issues, and risks. It is used to communicate project progress to the client and other stakeholders, and to support decision making and corrective actions. A monthly progress report typically includes the following elements:

- ? Project summary: A brief overview of the project's objectives, scope, deliverables, milestones, and key performance indicators (KPIs).
- ? Project performance: A detailed analysis of the project's performance in terms of cost, schedule, quality, scope, and risks. This section may use various tools and techniques, such as:
- ? Project issues and risks: A list of the current and potential issues and risks that affect the project, and their impact, probability, and mitigation strategies. This section may use a risk register or a risk matrix to document and prioritize the risks.
- ? Project changes: A summary of the changes that occurred or are requested during the project, and their impact on the project's scope, cost, schedule, quality, and risks. This section may use a change log or a change request form to track and approve the changes.
- ? Project action items: A list of the tasks or activities that need to be completed or followed up by the project team or stakeholders. This section may include the assignee, due date, status, and priority of each action item.

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

### NEW QUESTION 139

A compliance strategy was created during the planning phase of a project. During execution, the project manager left the organization and another project manager was assigned to the team.

What should the project manager do first to ensure the project is compliant?

- A. Meet with the project sponsor to discuss their compliance concerns.
- B. Review the organizational process assets (OPAs) for compliance topics.
- C. Meet with the team to discuss compliance concerns.
- D. Review the compliance strategy and version history.

**Answer:** D

#### Explanation:

The project manager should review the compliance strategy and version history first to ensure the project is compliant, because this will help the project manager understand the current state of the project, the compliance requirements and standards that apply to the project, and the changes that have been made to the compliance strategy throughout the project life cycle. The compliance strategy is a document that describes how the project team will manage compliance with all applicable rules, regulations, contracts, and policies governing the project. The version history is a record of the revisions and updates that have been made to the compliance strategy, including the date, author, and reason for each change. Reviewing the compliance strategy and version history will enable the project manager to identify any gaps, issues, or risks related to compliance, and to plan and execute the appropriate actions to address them. The project manager should also communicate with the project sponsor, the project team, and other stakeholders to ensure alignment and collaboration on compliance matters, but this should be done after reviewing the compliance strategy and version history. The project manager should also review the organizational process assets (OPAs) for compliance topics, such as policies, procedures, templates, and lessons learned, but this should be done in conjunction with the compliance strategy and version history, not before them. References: = Project Management Professional (PMP) Exam Content Outline, A Guide to the Project Management Body of Knowledge



(PMBOK Guide), Sixth Edition, Project Management Compliance Process, How to Successfully Manage Construction Compliance

#### NEW QUESTION 143

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

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

**Answer: B**

#### Explanation:

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

#### NEW QUESTION 144

vendor informed the project manager that a critical resource will be on a long leave of absence. The project team reviewed the pending vendor deliverables and identified an alternative solution, but the solution will incur an additional cost. The project is currently on schedule and slightly under budget. What should the project manager do next?

- A. Perform a cost-benefit analysis.
- B. Implement risk responses.
- C. Perform Integrated Change Control.
- D. Request a replacement resource.

**Answer: C**

#### Explanation:

According to the PMBOK Guide, 7th edition, integrated change control is the process of reviewing and approving all change requests that may affect the project scope, schedule, cost, quality, resources, communications, risks, procurements, or stakeholders<sup>1</sup>. The project manager should perform integrated change control when a change request is initiated, either by the project team, the vendor, the customer, or any other stakeholder<sup>2</sup>. In this case, the vendor's resource unavailability is a change that may affect the project deliverables, cost, and quality. The project team has identified an alternative solution, but it will incur an additional cost. Therefore, the project manager should submit a change request to the change control board (CCB) or the appropriate authority, and follow the established change control procedures to obtain approval for the change<sup>3</sup>. Performing a cost-benefit analysis (option A) is a good practice, but it is not the next step for the project manager. The project manager should first seek approval for the change before performing any analysis. Implementing risk responses (option B) is not the correct answer, as the vendor's resource unavailability is not a risk, but a change. A risk is an uncertain event or condition that may have a positive or negative effect on the project objectives<sup>4</sup>. Requesting a replacement resource (option D) is not the correct answer, as it may not be feasible or desirable for the vendor or the project. The project manager should consider the alternative solution proposed by the project team, and seek approval for the change. References: 1: PMBOK Guide, 7th edition, page 123 2: PMBOK Guide, 7th edition, page 124 3: PMBOK Guide, 7th edition, page 125 : PMBOK Guide, 7th edition, page 126 4: PMBOK Guide, 7th edition, page 149

#### NEW QUESTION 148

A verbal announcement is made that the new team member joining the Scrum team has limited mobility. The scrummaster is aware that some teammembers are unsure how the dynamics of the team will change. What should the scrum master do?

- A. Create a stakeholder engagement plan.
- B. Design a communications management plan.
- C. Update the team charter accordingly.
- D. Set up a meeting to discuss accommodations the team will have to make.

**Answer: D**

#### Explanation:

= The scrum master should facilitate a meeting with the team and the new team member to discuss how they can work together effectively and inclusively. The scrum master should also ensure that the team respects the diversity and accessibility needs of the new team member, and that the team environment and tools are suitable for the new team member. Creating a stakeholder engagement plan, designing a communications management plan, or updating the team charter are not the best actions in this situation, as they do not address the immediate concerns and expectations of the team and the new team member. References: (Project Management Professional (PMP) Reference Materials source and documents)  
? Agile Practice Guide, Chapter 2: An Agile Mindset, Section 2.2: Empowerment and Collaboration  
? [PMP Exam Content Outline], Domain III: People, Task 9: Support team diversity and inclusion.

#### NEW QUESTION 151

In an agile team, some of the team members are coming forward to ask for more autonomy on the project. What should the project manager do in this situation?

- A. Discourage this request, as it is for the management team.
- B. Encourage the team lead to make decisions.

- C. Discourage them as conflicts may be created.
- D. Encourage the team members to make decisions.

**Answer:** D

**Explanation:**

In an agile team, the project manager should foster a culture of self- organization and empowerment, where the team members are given the authority and responsibility to make decisions that affect their work. This can increase the team's motivation, creativity, and productivity, as well as reduce the need for micromanagement and bureaucracy. Discouraging the team members from asking for more autonomy, or delegating the decision-making to the team lead or the management team, can undermine the agile principles and values, and create dissatisfaction, confusion, or conflict among the team members. References: (Project Management Professional (PMP) Reference Materials source and documents)

? A Guide to the Project Management Body of Knowledge (PMBOK® Guide) –Seventh Edition, Chapter 2: Value Delivery System, Section 2.3.1: Agile Principles and Values

? Agile Practice Guide, Chapter 2: An Agile Mindset, Section 2.2: Empowerment and Collaboration

? [PMP Exam Content Outline], Domain III: People, Task 8: Support team performance.

**NEW QUESTION 156**

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