

PMP Dumps

Project Management Professional

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NEW QUESTION 1

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

- * Test the product
- * Release to customer

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

How should the project manager enter this dependency?

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

Answer: C

Explanation:

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

NEW QUESTION 2

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

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

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

What should the project manager do in this situation?

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

Answer: B

Explanation:

According to the PMBOK® Guide – Seventh Edition¹, a hybrid approach in project management is a combination of two or more methodologies or systems that aims to create a new and better model. A hybrid approach can blend elements from predictive and adaptive methods, such as waterfall and agile, to suit the needs and context of the project. A hybrid approach can provide flexibility, responsiveness, and customer satisfaction, as well as clarity, structure, and control.

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

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

self-organize and make decisions to overcome the delay (option B). This is consistent with the agile principle of trusting the team to deliver the best value to the customer². By empowering the team, the project manager can foster a sense of ownership, accountability, and motivation among the team members, and enable them to collaborate, communicate, and solve problems more efficiently and creatively. The team can also leverage their skills, knowledge, and experience to prioritize, plan, and execute the tasks that are most critical and valuable for the project.

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

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

and reputation of the team, and may not provide any solution or action plan for the delay. It may also violate the principle of transparency and feedback, which requires the project manager to communicate openly and honestly with the team and the stakeholders, and to provide constructive and timely feedback to improve the team performance³.

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

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

NEW QUESTION 3

A 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 4

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

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

Answer: D

Explanation:

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

team. References: 1: The Agile Project Management Approach - Project Management Institute 2: Agile best practices for incremental delivery | Hexaware 3: Incremental Delivery and the Principles of the Agile Manifesto | Scrum.org 4: PMP Q #44- Delivering Value Incrementally - iZenBridge

NEW QUESTION 5

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

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

Answer: D

Explanation:

= The project manager should follow the issue management process and log the issue in the issue log. The issue log is a tool for documenting and monitoring the resolution of issues that arise during a project. The project manager should also assign the issue to the appropriate project team member(s) who can resolve it. Closing out the project without ensuring that all stakeholders are satisfied is not a good practice and may lead to customer dissatisfaction, scope creep, or rework. Reporting the issue during the next status meeting or escalating it to the project sponsor and upper management are not the best options, as they may delay the resolution of the issue and increase the risk of project failure. References: (Project Management Professional (PMP) Reference Materials source and documents) ? A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition, Chapter 8: Project Performance, Section 8.2.3: Issue Log ? [PMP Exam Content Outline], Domain II: Process, Task 6: Manage project issues.

NEW QUESTION 6

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

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

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

Answer: B

Explanation:

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

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

170-171, 176-177, 487.

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

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

NEW QUESTION 7

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

What should the project manager do?

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

Answer: B

Explanation:

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

NEW QUESTION 8

DRAG DROP

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

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

- A. Mastered
- B. Not Mastered

Answer: A

Explanation:

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

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

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

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

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

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

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

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

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

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

References:

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

? PMBOK® Guide 6th Edition, Chapter 3: Role of the Project Manager, Section 3.2: Project Manager Competencies, Page 51
? Agile Practice Guide, Chapter 2: An Agile Mindset, Section 2.1: What is an Agile Mindset?, Page 13

NEW QUESTION 9

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 sequentially¹. 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 10

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

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

Answer: C

Explanation:

The project manager should first implement the planned risk response to handle the issue of data breach, which is a negative risk or threat to the project. The project manager should have identified, analyzed, and planned for such a risk in the risk management process and documented the appropriate risk response strategy and actions in the risk register. Implementing the risk response will help to minimize the impact of the risk on the project objectives and stakeholders. Asking the team to fix the system, updating the risk register, or reviewing alternative documentation methods are not the first actions to take, as they may not address the root cause or the severity of the issue, or they may be part of the risk response implementation. References:

? PMBOK® Guide 7th Edition, Chapter 9: Uncertainty, Section 9.2: Respond to Uncertainty, Page 233

? PMBOK® Guide 6th Edition, Chapter 11: Risk Management, Section 11.5: Implement Risk Responses, Page 442

? Agile Practice Guide, Chapter 3: Implementing Agile: Creating an Agile Environment, Section 3.4: Delivery Practices, Page 41

NEW QUESTION 10

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 11

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

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

Answer: D

Explanation:

According to the PMBOK Guide, a scrum team is a cross-functional, self-organizing group of people who work together to deliver value to the customer in short

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

NEW QUESTION 16

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 18

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 21

An organization is about to start a multiphased project. Due to strict regulations, some of the phases must be completely planned in advance. However, other phases allow for more flexibility and experimentation on scope and schedule. The sponsor wants to pursue the project objectives as planned, but also wants to accommodate new information and changes as the project progresses.

Which project management approach should the project manager select for this project?

- A. Hybrid
- B. Agile
- C. Phased
- D. Incremental

Answer: A

Explanation:

A hybrid project management approach is a combination of two or more project management methodologies, such as waterfall and agile, that best suit the project's needs. A hybrid approach allows the project manager to plan some phases in detail, while leaving other phases more flexible and adaptable to changes. A hybrid approach can also balance the sponsor's expectations of following the project objectives, while incorporating new information and feedback as the project progresses. According to the PMBOK Guide, a hybrid approach can be used when the project has both predictive and adaptive elements, or when the project environment is complex and uncertain. References:

? PMBOK Guide, 7th edition, page 271

? What Is Hybrid Project Management?

? Ultimate Guide To Hybrid Project Methodologies & How To Make Them

NEW QUESTION 22

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

NEW QUESTION 23

A company is initiating a project to enhance one of its existing products. All of its products are developed internally. What should the project manager do?

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

Answer: D

Explanation:

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

NEW QUESTION 28

A project for Company A was successfully delivered within scope, schedule, and budget by the end of the last iteration. However, during the project celebration ceremony, one of the business stakeholders says they perceive the project as a failure as it did not add any business value. What should the project manager have done to avoid this perception?

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

Answer: A

Explanation:

= According to the Agile Practice Guide, the product backlog is a prioritized list of features, functions, requirements, enhancements, and fixes that constitute the changes needed to deliver a viable product¹. The product backlog should be aligned with the project vision and goals, and reflect the value proposition for the customer and the business². Therefore, the project manager should have defined the product backlog priorities with the sponsor and key stakeholders to deliver business benefits, and to ensure that the project outcomes meet the stakeholder expectations and needs. This would have helped to avoid the perception of the project as a failure, as the business stakeholders would have been involved in defining and validating the value of the project deliverables. This is also consistent with the agile principle of satisfying the customer through early and continuous delivery of valuable software³. References:

? 1: Agile Practice Guide, p. 26

? 2: Agile Practice Guide, p. 28

? 3: Agile Practice Guide, p. 9

NEW QUESTION 30

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 31

A project sponsor wants to develop software that would have 30 features and would be used in 10 different countries. The team feels overwhelmed with the amount of work to be done.

What should the project manager do?

- A. Support the team to find and execute the minimum viable product (MVP).
- B. Subdivide the team to handle different aspects of the project.
- C. Organize project execution to satisfy the project sponsor's request.
- D. Encourage and motivate the team with project incentives.

Answer: A

Explanation:

The project manager should support the team to find and execute the minimum viable product (MVP) for the software project that would have 30 features and would be used in 10 different countries. An MVP is a version of a product that has enough features to satisfy the early customers and provide feedback for future development. The project manager can use the MVP approach to deliver value to the project sponsor and the end-users quickly and iteratively, while reducing the risk of scope creep, waste, and rework. The project manager can also use the feedback from the MVP to prioritize and refine the remaining features of the product. The project manager should not subdivide the team, organize project execution, or encourage and motivate the team with project incentives, as these options may not address the root cause of the team's overwhelm and may lead to poor quality, inefficiency, or dissatisfaction. References: PMBOK Guide, 6th edition, page 177, Top 20 PMP Sample Question and Answer For 2023 | StarAgile

NEW QUESTION 36

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

What should the project manager do next?

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

Answer: A

Explanation:

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

NEW QUESTION 37

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

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

Answer: D

Explanation:

The project manager should evaluate the impact of this decision on the project scope, schedule, cost, quality, risk, and stakeholder satisfaction. The project manager should also communicate with management about the potential benefits and drawbacks of using a conventional dial-up service instead of a cloud-based system. The project manager should present alternative solutions and recommendations based on the analysis. The other options are not the best actions to take in this situation, as they do not address the root cause of the problem or seek to find a mutually acceptable solution. References: = A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition, Chapter 4: Project Performance, Section 4.2: Monitor and Control Project Work, Page 105-106.

NEW QUESTION 42

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

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

Answer: A

Explanation:

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

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

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

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

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

NEW QUESTION 45

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

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

Answer: A

Explanation:

The project manager should schedule a meeting with the stakeholder to better understand their request because this is the best way to address the stakeholder's needs and expectations, and to avoid any misunderstandings or conflicts. The project manager should not assume that the stakeholder's request is reasonable or unreasonable, but rather seek to understand the rationale, the urgency, and the impact of the request on the project. The project manager should also consider the stakeholder's influence, interest, and power, and how they may affect the project outcomes. By scheduling a meeting with the stakeholder, the project manager can communicate effectively, negotiate mutually beneficial solutions, and manage the stakeholder's expectations. The project manager can also use this opportunity to review and update the stakeholder register, the stakeholder engagement plan, and the communications management plan, as needed. References:

? A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition, Chapter 3.2.3, page 52

? PMP Exam Content Outline, Domain II: Planning, Task 4

NEW QUESTION 47

A project manager is assigned midway through a project. The team members are in different locations across the country and they are unable to meet in-person often. During a status review meeting, one of

the stakeholders highlighted that they were unaware of the status for the project deliverables.

What should the project manager do first?

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

Answer: D

Explanation:

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

influence, not how the project information will be communicated to them². References: 1: PMBOK Guide, 6th Edition, p. 3672: PMBOK Guide, 6th Edition, p. 513.

NEW QUESTION 52

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

How should the project manager handle this situation?

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

Answer: A

Explanation:

According to the PMBOK Guide, a project manager is responsible for managing the communication with the project stakeholders, including the customer¹. Communication management involves planning, executing, monitoring, and controlling the information exchange among the project participants². Communication management also involves identifying and resolving communication issues, such as misunderstandings, conflicts, or delays³. In this scenario, the project manager is facing a communication issue with the customer, who has not cleared the shipment of 120 packages out of 150 and has not been participating in the weekly conference calls. This may affect the project schedule, budget, quality, and scope, as well as the customer satisfaction and relationship. The project manager should find the root cause of the issue and discuss the customer's current engagement, which means analyzing the factors that are preventing the customer from clearing the shipment and communicating effectively, and engaging the customer in a constructive dialogue to address the issue and restore the communication flow. Finding the root cause of the issue and discussing the customer's current engagement are examples of problem-solving and conflict management techniques, which are interpersonal skills that a project manager should have. The project manager should not inform the customer that subsequent packages cannot be manufactured, as this may worsen the situation and damage the customer relationship. The project manager should not request a change in the contract to include the shipment in the project management plan, as this may not solve the communication issue and may create unnecessary changes and complications in the project scope and contract. The project manager should not request a delivery date extension from the customer, as this may not address the root cause of the issue and may affect the project performance and reputation. References: 1: PMBOK Guide, 6th edition, page 513. 2: PMBOK Guide, 6th edition, page 361. 3: PMBOK Guide, 6th edition, page 377. : PMBOK Guide, 6th edition, page 56.

NEW QUESTION 53

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

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

Answer: D

Explanation:

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

NEW QUESTION 57

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

What should the project manager do to avoid this situation in the future?

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

Answer: A

Explanation:

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

NEW QUESTION 60

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

What should the project manager do to obtain the support?

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

Answer: A

Explanation:

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

NEW QUESTION 64

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

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

Answer: B

Explanation:

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

NEW QUESTION 66

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

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

Answer: D

Explanation:

According to the PMBOK Guide, 6th edition, page 368, communication can be classified into formal and informal, written and verbal, and vertical and horizontal, depending on the context, purpose, and audience of the message. Informal verbal communication, such as a conversation, is a type of communication that is spontaneous, casual, and flexible, and that can be used to exchange information, ideas, opinions, or feedback in a timely and direct manner. Informal verbal communication is suitable for handling a situation where a team member is not performing very well, as it can allow the project lead to express concern, empathy, and support, as well as to identify the root causes of the poor performance, and to explore possible solutions or improvements. Informal verbal communication can also help to maintain a positive and trusting relationship between the project lead and the team member, and to avoid any misunderstanding, resentment, or demotivation that may arise from more formal or written communication. References:
? PMBOK Guide, 6th edition, page 368
? Free PMP Practice Exam Questions - 120 Sample Test Questions

NEW QUESTION 67

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 71

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

- A. Check if these stakeholders attend regular project meetings.
- B. Meet with these stakeholders to review the project charter.
- C. Review the project charter to validate this claim.
- D. Validate if the project charter changed from the original one.

Answer: B

Explanation:

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

NEW QUESTION 75

A project is scheduled to end in 2 weeks. The team is expected to continue working long hours and is showing signs of weariness and fatigue. What should the project manager do to encourage the team?

- A. Add new team members to help the project finalization.
- B. Initiate rewards and incentives according to assessment results.
- C. Schedule working lunch meetings until the project is complete.
- D. Schedule training courses to enhance team performance.

Answer: B

Explanation:

= The project manager should initiate rewards and incentives according to assessment results to encourage the team. This is because rewards and incentives can motivate the team members to perform better and overcome the challenges of the project. Rewards and incentives can also recognize the team's achievements and contributions, and increase their satisfaction and morale. Adding new team members, scheduling working lunch meetings, or scheduling training courses may not be effective or feasible in the last two weeks of the project, and may even cause more stress and confusion for the team. References: = PMBOK Guide, 6th Edition, Section 9.4.2.3, Recognition and Rewards¹; PMP Exam Prep, 10th Edition, Page 3482

NEW QUESTION 76

For some time now, doubts have been raised about who is responsible for delivering a key benefit of a project. What should the project manager do next?

- A. Document the risk in the risk register and generate the risk responses and their respective associated plans.
- B. Meet with the customer to obtain consensus with the recipient of the benefit and determine a means to deliver the benefit.
- C. Understand the context of the situation and escalate the problem to the steering committee.
- D. Meet with the stakeholders involved to clearly define their roles and responsibilities with regard to the benefit

Answer: D

Explanation:

The project manager should meet with the stakeholders involved to clearly define their roles and responsibilities with regard to the benefit. This will help to clarify the expectations, avoid confusion, and ensure alignment of the project objectives with the business needs. Option A is not the best answer because documenting the risk in the risk register and generating the risk responses and their respective associated plans is a reactive approach that does not address the root cause of the problem. Option B is not the best answer because meeting with the customer to obtain consensus with the recipient of the benefit and determine a means to deliver the benefit may not resolve the issue of who is responsible for delivering the benefit. Option C is not the best answer because understanding the context of the situation and escalating the problem to the steering committee may not be necessary or appropriate if the project manager can resolve the issue by meeting with the stakeholders involved. References: Top 60+ PMP Exam Questions and Answers for 2023 - KnowledgeHut

However, I cannot guarantee that this answer is 100% verified or accurate, as it is based on a third-party source and not the official PMI reference materials. Therefore, I suggest you to consult the official PMI website² or other reliable sources for more information and confirmation. I hope this helps.

NEW QUESTION 81

A project manager learns that the performance of a high-performing project team member is deteriorating. This team member is a key member of the project. Which action should the project manager take to motivate and enhance the project team member's performance?

- A. Discuss the issue with the team member and work on an agreed option.
- B. Assign the project team member to more challenging tasks.
- C. Mentor the project team member by providing step-by-step guidance.
- D. Recognize the project team member in a leadership forum.

Answer: A

Explanation:

= The project manager should discuss the issue with the team member and work on an agreed option, because this is the best way to understand the root cause of the performance deterioration and to find a suitable solution that meets the needs and expectations of both parties. The project manager should use active listening, empathy, and feedback skills to communicate with the team member and to show respect and support. The project manager should also involve the team member in the decision-making process and seek their input and agreement on the action plan. This will help to motivate and enhance the team member's performance by restoring their confidence, trust, and commitment. The other options are not the best choices, because they do not address the issue directly or collaboratively. Assigning the project team member to more challenging tasks (B) may increase their stress and frustration, and worsen their performance. Mentoring the project team member by providing step-by-step guidance © may be helpful in some cases, but it may also undermine their autonomy and creativity, and make them feel micromanaged. Recognizing the project team member in a leadership forum (D) may boost their morale and recognition, but it may not solve the underlying problem or improve their performance. References: = Project Management Professional (PMP) Exam Content Outline, A Guide to the Project Management Body of Knowledge (PMBOK Guide), Sixth Edition, How To Motivate Your Team For Better Performance In Your Project, Top 10 Project Team Motivation Techniques For Better Performance

NEW QUESTION 86

A project manager is assigned to a project related to taxes, which will be managed using an agile approach. By reviewing lessons learned from a previous project, the project manager discovers that a key stakeholder is an expert on taxes and is willing to help. How should the project manager leverage this information?

- A. Request the functional manager to assign the team from the lessons learned project to the current project to avoid a learning curve.
- B. Recognize the stakeholder's skills are important for the project and evaluate the possibility of the stakeholder supporting the project team.
- C. Ask the project team to review the lessons learned and have the team contact the stakeholder directly if there are any questions.
- D. @]
- E. Send a request to the project sponsor to hire the stakeholder and have them become part of the project team.

Answer: B

Explanation:

According to the PMBOK Guide 7th Edition, the project manager should engage stakeholders throughout the project life cycle and leverage their expertise, insights, and influence to achieve project objectives. In an agile approach, the project manager should also foster collaboration and communication among the project team and the stakeholders, and encourage feedback and adaptation. In this case, the project manager should recognize the stakeholder's skills as an asset for the project and evaluate the possibility of the stakeholder supporting the project team, either as a subject matter expert, a customer representative, a mentor, or a sponsor. References: PMBOK Guide 7th Edition, Chapter 3: Project Performance Domain, Section 3.2: Engage Stakeholders, Page 61; Chapter 5: Project Delivery Approaches and Life Cycles, Section 5.2: Agile Delivery Approach, Page 125. Learn more 1blob:<https://www.bing.com/23df963f-e0d2-41da-ba74-716a1a0e4fccblog.masterofproject.com2blob:https://www.bing.com/e6e92fb2-1da2-495f-8a0c-66783101906abuddy4exam.com3reddit.com>

NEW QUESTION 88

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 91

A project manager is transitioning from a predictive life cycle project to a new agile project. How should the project manager manage and control the scope for the new project?

- A. Create a scope baseline and put the rest as backlog activities.
- B. Estimate the work the team can complete and define story sizes to keep the project under control.
- C. Develop a plan to complete more work in less time.
- D. Spend a short amount of time defining the scope and building prototypes to refine the requirements.

Answer: D

Explanation:

The project manager should spend a short amount of time defining the scope and building prototypes to refine the requirements for the new agile project. This way, the project manager can embrace the agile principle of delivering value early and often, and responding to changes in customer needs and expectations. The project manager can also use the prototypes to solicit feedback from the stakeholders and incorporate them into the next iteration of the product. The project manager should not create a scope baseline, estimate the work and story sizes, or develop a plan to complete more work in less time, as these are more suitable for predictive projects that have fixed scope and requirements. References: PMBOK Guide, 6th edition, page 177, Top 20 PMP Sample Question and Answer For 2023 | StarAgile

NEW QUESTION 92

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

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

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

Answer: AD

Explanation:

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

NEW QUESTION 96

A new project manager is assigned to an ongoing agile innovation project that started 2 weeks ago. After reviewing the project, the new project manager discovered that the previous project manager was planning to use a predictive approach. The previous project manager planned to present the first major deliverable to the client when the project was completely finished in 8 months. What should the new project manager do?

- A. Meet with the team to review the backlog and create small iterations that can deliver incremental value to the client.
- B. Continue working with the predictive approach to deliver the value at the end of the project.
- C. Use a hybrid approach in which agile practices are used but the value is provided to the client at the end of the project.
- D. Submit a change request to the project board to adjust the delivery date to 2 months earlier than planned.

Answer: A

Explanation:

According to the PMBOK Guide, 6th edition, an agile innovation project is a project that uses an agile approach to deliver innovative products, services, or results that meet the changing needs and expectations of the customers and stakeholders. An agile approach is a way of managing a project that delivers value in short iterations, encourages collaboration and feedback, and embraces change and uncertainty. A predictive approach is a way of managing a project that follows a detailed plan, defines the scope and requirements upfront, and minimizes changes and risks. In this question, the new project manager is assigned to an ongoing agile innovation project that started 2 weeks ago. The new project manager discovered that the previous project manager was planning to use a predictive approach, which is not suitable for an agile innovation project. The previous project manager also planned to present the first major deliverable to the client when the project was completely finished in 8 months, which is not consistent with the agile principle of delivering value early and often. The question asks what the new project manager should do in this situation.

Based on this information, the best answer is option A, which is to meet with the team to review the backlog and create small iterations that can deliver incremental value to the client. This is because meeting with the team to review the backlog and create small iterations is an agile practice that can help the new project manager to align the project with the agile approach and the customer needs. The backlog is a list of features, functions, requirements, enhancements, and fixes that deliver value to the customer. The iterations are fixed time periods, usually between one and four weeks, in which the team completes a set of backlog items and produces a potentially releasable product increment. Meeting with the team to review the backlog and create small iterations can help the new project manager to understand the project vision, scope, and priorities, as well as to plan and execute the project work in an agile manner. Meeting with the team to review the backlog and create small iterations can also help the new project manager to deliver incremental value to the client, as well as to obtain feedback and validation from the client and other stakeholders.

Option B, which is to continue working with the predictive approach to deliver the value at the end of the project, is not a good answer. This is because continuing working with the predictive approach may not be effective or efficient for an agile innovation project, as it may not be able to cope with the changing needs and expectations of the customer and stakeholders. Continuing working with the predictive approach may also result in delivering a product that does not meet the customer requirements or satisfaction, as well as wasting time and resources on unnecessary or irrelevant features or functions. Continuing working with the predictive approach may also contradict the agile values and principles, such as responding to change over following a plan, and delivering working software frequently. Option C, which is to use a hybrid approach in which agile practices are used but the value is provided to the client at the end of the project, is not a good answer. This is because using a hybrid approach may not be appropriate or beneficial for an agile innovation project, as it may not fully leverage the advantages of the agile approach, such as delivering value early and often, and obtaining feedback and validation from the customer and stakeholders. Using a hybrid approach may also create confusion and inconsistency among the project team, the customer, and other stakeholders, as they may have different expectations and perceptions of the project scope, schedule, quality, and risks. Using a hybrid approach may also compromise the agile values and principles, such as satisfying the customer through early and continuous delivery of valuable software, and collaborating with the customer throughout the project.

Option D, which is to submit a change request to the project board to adjust the delivery date to 2 months earlier than planned, is not a good answer. This is because submitting a change request to the project board may not be necessary or effective for an agile innovation project, as it may not address the root cause of the problem, which is the mismatch between the project approach and the project type. Submitting a change request to the project board may also introduce additional risks and challenges to the project, such as scope creep, quality issues, stakeholder resistance, and team burnout. Submitting a change request to the project board may also violate the agile values and principles, such as welcoming changing requirements, and delivering working software frequently. References: PMBOK Guide, 6th edition, Chapter 1: Introduction¹; Chapter 4: Project Integration Management²; Chapter 5: Project Scope Management³; PMI, 2023, PMP Exam Content Outline, Domain II: Process, Task 1: Execute project with the urgency required to deliver business value.

NEW QUESTION 99

A few stakeholders missed the session that was conducted to validate project alignment with organizational strategy and expected business value. For this reason, their inputs were not collected. This is the root cause of some conflicts in the decision-making process. What should the project manager do first to resolve this situation?

- A. Reschedule the session.
- B. Recognize and understand the conflict.
- C. List alternative courses of action.
- D. Apply risk assessment techniques.

Answer: B

Explanation:

According to the PMP reference materials, conflict is a natural and inevitable occurrence in any project, and it can have both positive and negative effects on the

project performance and outcomes¹². Therefore, the project manager should be able to identify, analyze, and manage conflict effectively, using various conflict resolution techniques and skills¹². According to the best practices for conflict resolution, the first step in resolving any conflict is to recognize and understand the conflict, its sources, types, and impacts³⁴. This step involves listening to the different perspectives of the parties involved, acknowledging their feelings and emotions, and clarifying the facts and assumptions³⁴. This step helps the project manager to gain a deeper insight into the nature and scope of the conflict, and to identify the underlying needs and interests of the stakeholders³⁴. The other options are not the best actions to take as the first step to resolve this situation, as they either skip or delay the recognition and understanding of the conflict, or they are not relevant or feasible for the scenario. Rescheduling the session (A) may not be possible or effective, as it may not address the root cause of the conflict, or it may aggravate the situation by creating more delays and dissatisfaction. Listing alternative courses of action © may be a useful step later in the conflict resolution process, but it requires a prior understanding of the conflict and its implications. Applying risk assessment techniques (D) may not be appropriate or necessary, as the conflict may not be a risk, but a reality, and it may not be resolved by applying risk management tools or methods. References: 1: Manage Project Team - Project Management Institute 2: Conflict Management - Project Management Knowledge 3: Conflict Resolution Tips and Conflict Resolution Techniques for the PMP ...3 4: 5 Conflict Resolution Techniques in Project Management - PM Study Circle¹

NEW QUESTION 103

From previous lessons learned working with a client, a project manager notes that the client's turn-around times on documents sent for approval were very slow and well outside of the agreed timelines. At the initial kick-off meeting with the same client, how should the project manager approach this issue for the new project?

- A. Inform the client that extra resources will be added to give the client more time for reviews.
- B. Update the project risk register with the potential for delays.
- C. Work with the client on an acceptable amount of time for document approval.
- D. Inform the client of their responsibility in relation to document approval.

Answer: C

Explanation:

According to the PMBOK Guide, the project manager should manage the stakeholder expectations and engagement throughout the project lifecycle. This includes identifying the stakeholder needs and requirements, communicating with them effectively, and resolving any issues or conflicts that may arise. In this case, the project manager has learned from previous experience that the client's turn-around times on documents sent for approval were very slow and well outside of the agreed timelines. This could affect the project schedule, scope, quality, and cost. Therefore, the project manager should work with the client on an acceptable amount of time for document approval, and establish clear and realistic expectations and criteria for the approval process. This way, the project manager can avoid or minimize the potential delays and ensure the project deliverables meet the customer satisfaction. Informing the client that extra resources will be added, updating the project risk register, or informing the client of their responsibility are not effective ways to approach this issue, as they do not address the root cause of the problem or foster a collaborative relationship with the client. References: PMBOK Guide, 7th edition, pages 23, 24, 25, 26, 27, 28, 29, 30, 31, 32, 33, 34, and 35. PMP Question 351.

NEW QUESTION 106

A healthcare organization hired a new compliance specialist to ensure that the healthcare compliance needs are met. The feedback about the new compliance specialist from the team was average.

What should the project manager do to help the new compliance specialist improve?

- A. Coordinate a one-to-one meeting with the specialist to assess the situation.
- B. Contact the human resources (HR) manager about the team's feedback.
- C. Escalate this situation to the manager of the area for a possible solution.
- D. Provide time for the specialist to adjust to the pace of the project.

Answer: A

Explanation:

According to the PMP reference materials, a project manager is responsible for developing and managing the project team, which involves acquiring, motivating, leading, and supporting the team members throughout the project life cycle¹². A project manager should also monitor the team performance and provide feedback, guidance, recognition, and rewards to the team members¹². According to the best practices for team development, a project manager should meet one-on-one with each team member regularly, and get to know them individually³⁴. This helps the project manager to understand the strengths, weaknesses, skills, interests, and expectations of each team member, and to identify any issues or concerns that may affect their performance or satisfaction³⁴. A one-on-one meeting also provides an opportunity for the project manager to show support, appreciation, and respect to the team member, and to offer coaching, mentoring, or training as needed³⁴. The other options are not the best actions to take to help the new compliance specialist improve, as they either do not address the root cause of the problem, or they are not appropriate or effective for the scenario. Contacting the human resources (HR) manager about the team's feedback (B) may not be necessary or helpful, as the HR manager may not have the authority or the expertise to deal with the situation, or it may create a negative impression of the specialist. Escalating this situation to the manager of the area for a possible solution © may not be advisable or feasible, as the manager of the area may not be directly involved or interested in the project, or it may undermine the project manager's role and responsibility. Providing time for the specialist to adjust to the pace of the project (D) may not be sufficient or effective, as it may not address the specific needs or challenges of the specialist, or it may delay the improvement process. References: 1: Manage Project Team - Project Management Institute 2: Project Team Management - Project Management Knowledge 3: How to Develop a Successful Project Team - Project-Management.com 4: 1.6 Build a Team - PM Illustrated PMP Exam

NEW QUESTION 108

A project is in the final stages, and a key stakeholder demands a change to a product feature that will add 2 weeks to the critical path. What should the project manager do?

- A. Reject the changes as the project is in the final stages.
- B. Perform a detailed assessment to analyze the impact.
- C. Use schedule compression methods to alter the critical path.
- D. Initiate a risk response strategy from the risk register.

Answer: B

Explanation:

According to the PMBOK Guide 7th Edition, a change request is any request to modify the agreed-upon project scope, schedule, cost, quality, or other project baselines. A change request can be initiated by any stakeholder at any stage of the project, and it should be evaluated for its impact on the project objectives and constraints. Therefore, the project manager should perform a detailed assessment to analyze the impact of the change request on the product feature, the critical path, and other project aspects, such as risk, quality, and stakeholder satisfaction. This will help the project manager to determine the feasibility, desirability, and

priority of the change request, and to propose the best course of action to the change control board. Rejecting the change request, using schedule compression methods, or initiating a risk response strategy are not appropriate actions, as they do not address the root cause of the change request, the needs and expectations of the key stakeholder, or the potential benefits or drawbacks of the change request for the project outcome. References: PMBOK Guide 7th Edition, page 141-142.

NEW QUESTION 112

A new development project is about to start, and the project manager knows that a high- profile customer makes very specific and frequent requests in all sprints. This project will demand contract coordination with third parties, and the project manager must find a better way to manage customer and partner expectations. What strategy should the project manager use?

- A. Specify the scope and features to be deployed in the contract clearly.
- B. Change the marketing and product management definitions to meet stakeholder needs.
- C. Focus on the implementation of a software as a service (SaaS) solution for the customer.
- D. Work very closely with the customer and third parties to meet their needs.

Answer: D

Explanation:

A project manager who is working on a new development project with a high- profile customer and third parties should use the strategy of working very closely with the customer and third parties to meet their needs. This is because:

? The customer makes very specific and frequent requests in all sprints, which means that the customer has high expectations and involvement in the project. The project manager should maintain regular and effective communication with the customer, and seek to understand and address their requirements, feedback, and concerns. The project manager should also manage the customer's expectations by setting clear and realistic goals, scope, and deliverables, and by providing transparent and accurate progress reports and status updates.

? The project demands contract coordination with third parties, which means that the project involves multiple stakeholders and dependencies. The project manager should establish and maintain good relationships with the third parties, and ensure that their roles and responsibilities are clearly defined and documented in the contract. The project manager should also monitor and control the performance and quality of the third parties, and resolve any issues or conflicts that may arise during the project execution.

? Working very closely with the customer and third parties to meet their needs is consistent with the agile project management approach, which emphasizes customer satisfaction, collaboration, and adaptation. The project manager should adopt agile practices and tools, such as iterative and incremental development, user stories, backlog management, sprint planning, daily stand-up meetings, retrospectives, and demos, to deliver value to the customer and the third parties in a timely and efficient manner.

The other three options are not the best strategies for the project manager to use, because:

? Specifying the scope and features to be deployed in the contract clearly is a good practice, but it is not enough to meet the customer and third parties' needs. The project manager should also be flexible and responsive to the changing requirements and expectations of the customer and the third parties, and be able to adjust the scope and features accordingly.

? Changing the marketing and product management definitions to meet stakeholder needs is a risky and unnecessary strategy, as it may cause confusion and inconsistency in the project. The project manager should align the marketing and product management definitions with the stakeholder needs, rather than changing them.

? Focusing on the implementation of a software as a service (SaaS) solution for the customer is a specific and narrow strategy, which may not suit the nature and scope of the project. The project manager should consider the feasibility, suitability, and desirability of the SaaS solution for the customer and the third parties, and evaluate other possible alternatives, before deciding on the best solution for the project.

References:

? Project Management Institute. (2021). A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition. Project Management Institute.

? Project Management Institute. (2020). Agile Practice Guide. Project Management Institute.

? 4 Ways Project Managers Can Help with Customer Engagement

? Process of Managing Project Contracts | PMI

? Third-Party Project Management- Project Communications Model

NEW QUESTION 116

An agile project has a documented list of requirements prioritized in high, medium, and low categories. The project team has expressed that it is difficult to know what to work on next as so many items are listed as high priority.

What should the project manager recommend?

- A. Ask the team to prioritize the high-priority items based on what they feel is a logical sequence to build.
- B. Ensure the product owner determines the priority based on a product roadmap, release plan, and iteration plan.
- C. Discard the current categorization of requirements as "high, medium, and low" and prioritize numerically.
- D. Ask the team to prioritize the high-priority items based on the release plan and what allows for testing most effectively.

Answer: B

Explanation:

According to the PMBOK Guide, 6th edition, page 178, the product owner is the person responsible for defining, prioritizing, and accepting the product backlog items in an agile project. The product owner should use a product roadmap, a release plan, and an iteration plan to align the product backlog items with the project vision, scope, and schedule. The product owner should also collaborate with the project team and other stakeholders to ensure that the product backlog items are clear, valuable, and testable. By ensuring the product owner determines the priority based on these plans, the project manager can help the project team to know what to work on next and to deliver the most valuable features to the customer. References:

? PMBOK Guide, 6th edition, page 178

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NEW QUESTION 118

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 changemanagement 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 121

A project manager is acting as a servant leader and is struggling to make deadlines on a critical roadway construction project that is falling behind schedule due to a lowperforming team. In order to get the project back on track, what should the project manager do first?

- A. Empower the team members to conduct their job activities and hold each person accountable to improve the schedule.
- B. Notify the project sponsor that the team is underperforming and request additional resources to compress the schedule,
- C. Contact each team member to inform them that further schedule slips will not be tolerated by the project sponsor.
- D. Begin holding daily meetings to assign each team member discrete tasks with specific due dates.

Answer: A

Explanation:

project manager who is acting as a servant leader should empower the team members to conduct their job activities and hold each person accountable to improve the schedule. This is because a servant leader demonstrates commitment to serve and put other people first, and emphasizes flexibility and empathy to empower team members to adapt and thrive. A servant leader also fosters a culture of collaboration, communication, and feedback, and helps the team members develop their skills and potential. By empowering the team members, the project manager can improve their performance, motivation, and satisfaction, and ultimately get the project back on track.

The other three options are not the best actions for a servant leader to take, because:

? Notifying the project sponsor that the team is underperforming and requesting additional resources to compress the schedule is a possible option, but it is not the first thing to do. The project manager should first try to address the root causes of the team's low performance, and explore other ways to improve the schedule, such as fast-tracking, crashing, or re-baselining. Requesting additional resources may not be feasible or effective, and it may also undermine the trust and confidence of the team members and the sponsor.

? Contacting each team member to inform them that further schedule slips will not be tolerated by the project sponsor is a coercive and authoritarian action, which is contrary to the servant leadership style. This action may create fear, resentment, and resistance among the team members, and damage their morale and engagement. It may also increase the risk of conflicts, errors, and turnover, and worsen the project performance.

? Beginning holding daily meetings to assign each team member discrete tasks with specific due dates is a micromanaging and controlling action, which is also contrary to the servant leadership style. This action may reduce the autonomy, creativity, and ownership of the team members, and make them feel disempowered and demotivated. It may also increase the workload and stress of the project manager, and hinder the team's collaboration and learning.

References:

? Leadership Styles - BrainBOK

? 7 Traits of Servant Leadership in Agile Project Management - Project Management Academy

? Servant Leadership in PMO Management: A Path to Success - IIL Blog

? Project Management Institute. (2021). A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition. Project Management Institute.

? Project Management Institute. (2020). Agile Practice Guide. Project Management Institute.

NEW QUESTION 122

In an iteration-based marketing project, a product is scheduled to be launched at the sixth iteration. In the third iteration demo, the marketing team expressed that they need five iterations to launch the product and they have not started yet. What should the project team have done to avoid this issue?

- A. Asked the marketing team to start working on the product immediately
- B. Scheduled a demo presentation of the product during the first iteration
- C. Confirmed marketing requirements and constraints when adding to the backlog
- D. Held a touchpoint with marketing before the demo to discuss any impediments

Answer: C

Explanation:

= In an iteration-based project, the project team should confirm the marketing requirements and constraints when adding them to the backlog. This can help to ensure that the marketing team understands the scope, schedule, and quality expectations of the product, and that the project team can deliver the product within the agreed iterations. Confirming the requirements and constraints can also help to identify and resolve any conflicts, dependencies, or risks that may affect the product launch.

The other options are not appropriate actions for the project team to take. Option A is not realistic and may cause the marketing team to rush their work and compromise the quality of the product. Option B is not feasible and may not reflect the true value of the product in the first iteration. Option D is not proactive and may not prevent the issue from occurring in the first place. References: = PMBOK Guide, 6th edition, pages 152-153, 176-177, 189- 190; PMP Exam Content Outline, 2021, pages 9-10, 14-15

NEW QUESTION 127

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

A supplier informs the project manager that producing the quantity of a key component for the project will require an additional month. The project manager has to meet an important milestone in a week.

What should the project manager do next?

- A. Ask the vendor if the minimally sufficient materials can be produced in time to meet the deadline.
- B. Perform market research to find out if there are other vendors that can produce similar kinds of materials.
- C. Submit a change request to the change control board (CCB) asking to extend the deadline in order to reflect the late delivery.
- D. Involve the legal department, as the vendor is breaching the contract by not delivering the full amount in time.

Answer: C

Explanation:

= According to the PMBOK Guide, a change request is a formal proposal to modify any document, deliverable, or baseline. A change request can be initiated by any stakeholder involved with the project, and it must be reviewed and approved by the CCB. The CCB is a formally chartered group responsible for reviewing, evaluating, approving, delaying, or rejecting changes to the project, and for recording and communicating such decisions. In this scenario, the project manager should submit a change request to the CCB as soon as possible, as the delay in the delivery of the key component will affect the project schedule and scope. The project manager should also update the project management plan and other relevant documents to reflect the impact of the change. Asking the vendor for the minimally sufficient materials, performing market research for other vendors, or involving the legal department are not the best options, as they may not resolve the issue in time, incur additional costs, or escalate the conflict with the vendor. References: = PMBOK Guide, 6th edition, pages 112-114, 123-124, 140-141.

NEW QUESTION 132

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 133

A project manager finds a mistake with an important server acquisition. The acquisition was expected for a critical path activity but has not arrived yet, causing

significant impacts on time and cost. The team member responsible for this activity argues that they sent several emails to the supplier but received no reply. Which document should be used to help avoid this kind of situation?

- A. Statement of work (SOW)
- B. Escalation process
- C. Communications management plan
- D. Stakeholder register

Answer: C

Explanation:

According to the PMBOK Guide 7th Edition, the communications management plan is a document that describes how the project information will be planned, managed, monitored, and controlled. It includes information such as the communication requirements, methods, channels, frequency, roles, responsibilities, and escalation procedures for each stakeholder group. The communications management plan should be used to help avoid this kind of situation, as it would specify how the team member should communicate with the supplier, what mode and frequency of communication should be used, what information should be exchanged, and what actions should be taken if the communication fails or the response is delayed. The communications management plan would also define the escalation process for reporting and resolving issues that affect the project performance or stakeholder satisfaction. A statement of work, an escalation process, or a stakeholder register are not sufficient documents to help avoid this kind of situation, as they do not provide the comprehensive and detailed guidance on how to communicate effectively and efficiently with the supplier and other stakeholders involved in the server acquisition. References: PMBOK Guide 7th Edition, page 105-106.

NEW QUESTION 137

On a project with multiple international locations, a trend for delays has been flagged. When looking into the issue, the project manager realized that some of the key activities were scheduled over the holiday periods in the overseas offices. What should the project manager do next?

- A. Hire additional personnel on a temporary basis to cover the extra workload during the holiday seasons.
- B. Request that the offices in overseas locations work overtime to mitigate schedule slippages.
- C. Update the schedule to reflect the holidays and notify the project sponsor of the delayed completion.
- D. Update the schedule to reflect the holidays and share the workload among offices to mitigate schedule slippage.

Answer: D

Explanation:

According to the PMBOK® Guide 7th Edition, the project manager should monitor and control the project schedule by identifying and analyzing any variances, and by implementing corrective or preventive actions to ensure the timely completion of the project. The project manager should also consider the project environment and the stakeholder needs when managing the schedule, and use appropriate tools and techniques to optimize the schedule performance. Therefore, the project manager should update the schedule to reflect the holidays and share the workload among offices to mitigate schedule slippage. This would help to respect the cultural differences and the work-life balance of the team members, and to leverage the resources and the capabilities of the different offices. Option A is incorrect because it implies that the project manager is increasing the project cost and the complexity by hiring additional personnel on a temporary basis, which may not be feasible or effective. Option B is incorrect because it suggests that the project manager is imposing an unrealistic and unfair expectation on the offices in overseas locations, which may affect their motivation and productivity. Option C is incorrect because it indicates that the project manager is accepting the schedule delay without exploring any alternatives or solutions, which may compromise the project value and the stakeholder satisfaction. References: PMBOK® Guide 7th Edition, Chapter 4: Keeping the Team on Track, Section 4.1: Monitoring and Controlling the Project, p. 69-70.

NEW QUESTION 138

The client will not agree to closure, claiming that the project team has not performed the code inspections mandated in the development contract. The project team has performed the code inspections, however the records are not complete. What should the project manager do?

- A. Hold a meeting with the project team, project sponsor, and the client to agree to the further work required to close the project and add to lessons learned.
- B. Close the project and hand over the deliverables to the client.
- C. Hold a lessons learned workshop with the project team and project sponsor to avoid contractual compliance issues arising in future projects.
- D. Seek expert legal advice on the interpretation of the clauses in the contract.

Answer: A

Explanation:

= According to the PMBOK Guide, project closure is the process of finalizing all activities across all of the project management process groups to formally complete the project or phase. Project closure involves verifying that the project deliverables meet the acceptance criteria, obtaining formal acceptance from the customer or sponsor, transferring the ownership and responsibility of the deliverables, updating the organizational process assets, archiving the project documents, releasing the project resources, and conducting a lessons learned session. In this scenario, the project manager should hold a meeting with the project team, project sponsor, and the client to agree to the further work required to close the project and add to lessons learned, as this can help to resolve the dispute over the code inspections, ensure the satisfaction and acceptance of the client, document the project performance and outcomes, and identify the best practices and improvement opportunities for future projects. Closing the project and handing over the deliverables to the client, holding a lessons learned workshop without the client, or seeking expert legal advice are not the best options, as they may not address the client's concerns, damage the relationship with the client, or escalate the conflict unnecessarily. References: = PMBOK Guide, 7th edition, pages 284-285, 290-291.

NEW QUESTION 142

A project has completed design activities ahead of schedule. Suddenly, the project manager is informed by a vendor that a deliverable may not meet the agreed delivery time frame due to a resource shortage. The internal team asked if they should continue to deliver as per the schedule. What should the project manager do?

- A. Discuss with the project team alternative options to deliver as planned.
- B. Inform the project team that they may proceed at a more relaxed pace.
- C. Discuss with the team the need for longer hours to minimize the impact.
- D. Inform the project team that some of them will work for the vendor.

Answer: A

Explanation:

According to the PMBOK Guide 7th Edition, the project manager should monitor and control project work and respond to any issues or risks that may affect the project performance. In this case, the project manager should discuss with the project team alternative options to deliver as planned, such as finding another vendor, negotiating with the current vendor, adjusting the project schedule, or reallocating the project resources. The project manager should not inform the team that they may proceed at a more relaxed pace, as this may compromise the project quality and stakeholder satisfaction. The project manager should not discuss with the team the need for longer hours, as this may cause burnout and demotivation. The project manager should not inform the team that some of them will work for the vendor, as this may create conflicts of interest and contractual issues¹. References: PMBOK Guide 7th Edition, Chapter 4: Project Delivery, Section 4.3: Monitor and Control Project Work, Page 97.

NEW QUESTION 144

A team member shares with their functional manager some negative details about the performance of another team member that was discussed during the retrospective.

The project manager finds out about this discussion.

What two actions should the project manager take? (Choose two.)

Meet with the entire team to review the ground rules about safe environments.

- A. Meet with the product owner to talk about the situation.
- B. Contact the team member to explain what information can be shared outside the team.
- C. Contact the team member's functional manager and invite them to the next retrospective.
- D. Meet with the sponsor to review the situation.

Answer: BC

Explanation:

= The project manager should contact the team member who shared the negative details and explain what information can be shared outside the team and what information should be kept confidential. This is to respect the privacy and trust of the other team members and to maintain a safe and collaborative environment. The project manager should also contact the functional manager of the team member who shared the information and invite them to the next retrospective. This is to increase the transparency and alignment between the project team and the functional managers, and to address any issues or concerns that may arise from the performance feedback. References: = PMBOK Guide 7th Edition, Chapter 4: Team Performance, Section 4.3.2: Create a Safe Environment; PMBOK Guide 6th Edition, Chapter 9: Project Resource Management, Section 9.4.2.3: Ground Rules.

NEW QUESTION 146

During the execution of a project within an operations function, the project manager encounters scope changes and a delay in the delivery of critical tasks. How should the project manager address this situation?

- A. Call for a team meeting to decide if the changes should be included.
- B. Communicate the concerns to the project management office (PMO) during the weekly project reports.
- C. Initiate the change request to modify the scope and adjust the timelines.
- D. Conduct an impact analysis and present the results to the steering committee for approval.

Answer: D

Explanation:

According to the PMBOK Guide 7th Edition, the project manager should monitor and control project work and respond to any issues or risks that may affect the project performance. In this case, the project manager should conduct an impact analysis to assess the effect of the scope changes and the delay on the project objectives, scope, schedule, cost, quality, and other factors. The project manager should also present the results of the impact analysis to the steering committee, which is a group of senior stakeholders who provide guidance and oversight to the project, and seek their approval for any changes¹². References: PMBOK Guide 7th Edition, Chapter 4: Project Delivery, Section 4.3: Monitor and Control Project Work, Page 97; Chapter 3: Project Performance Domain, Section 3.2: Engage Stakeholders, Page 61.

NEW QUESTION 150

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