

# Exam Questions PMP

Project Management Professional

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#### NEW QUESTION 1

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

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

**Answer: C**

#### Explanation:

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

#### NEW QUESTION 2

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

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

**Answer: D**

#### Explanation:

According to the PMP reference materials, a project that is required to deliver value on an incremental basis should follow the agile project management approach<sup>12</sup>. This approach emphasizes delivering working product frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale<sup>3</sup>. To enable successful project execution, the project manager should identify the tangible and intangible benefits that each product increment will deliver to the customer and the organization<sup>4</sup>. This will help the project manager prioritize the product features, plan the iterations, and measure the progress and value of the project<sup>4</sup>. The other options are not the best actions to take for an incremental project, as they may not align with the agile principles and practices. Engaging with the project sponsor to understand the scope (A) is important, but not sufficient, as the scope may change or evolve based on customer feedback and changing requirements. Developing a comprehensive set of requirements (B) is not advisable, as it may lead to over-analysis and delay the delivery of value. Creating a project schedule containing milestones © is not consistent with the agile approach, as it may impose rigid constraints and limit the flexibility and adaptability of the project team. References: 1: The Agile Project Management Approach - Project Management Institute 2: Agile best practices for incremental delivery | Hexaware 3: Incremental Delivery and the Principles of the Agile Manifesto | Scrum.org 4: PMP Q #44- Delivering Value Incrementally - iZenBridge

#### NEW QUESTION 3

A project had scheduling delays, which necessitated the team to work overtime to meet critical milestones. This led to some misunderstandings among team members. The project sponsor has allocated a monetary award. How should the project manager utilize the award?

- A. Draft a points system to allocate a portion of the money for each resource.
- B. Arrange a luncheon for all team members and include team-building sessions.
- C. Meet with the team members and ask them how to spend the reward.
- D. Allocate the reward to the team leaders to spend on the team as they see fit.

**Answer: B**

#### Explanation:

According to the PMBOK Guide, 6th edition, page 349, a monetary award is a type of recognition and reward that can be used to motivate and appreciate the project team members for their performance and contribution. However, a monetary award alone may not be sufficient to address the underlying issues of scheduling delays, overtime work, and misunderstandings among team members. Therefore, the project manager should also use the award to arrange a luncheon for all team members and include team-building sessions. This way, the project manager can foster a sense of camaraderie, collaboration, and trust among the team members, as well as provide them with an opportunity to relax, socialize, and celebrate their achievements. A luncheon and team-building sessions can also help the project manager to identify and resolve any conflicts, communication gaps, or interpersonal problems that may affect the team performance and morale. References:  
? PMBOK Guide, 6th edition, page 349  
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#### NEW QUESTION 4

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

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

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

**Answer:** C

**Explanation:**

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

**NEW QUESTION 5**

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

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

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

**Answer:** B

**Explanation:**

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

**NEW QUESTION 6**

A 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 7**

A project is behind schedule because of a delayed equipment installation. This is affecting many other activities. The manager responsible for the equipment delivery notified the project manager that there is a capacity issue for the team doing the installation. What should the project manager have done to prevent this situation from happening?

- A. Conducted periodic reviews with the manager on resource availability.
- B. Defined the skill requirements more clearly in the scope statement.
- C. Consulted with the installation team on a regular basis to check for conflicts.
- D. Asked the manager to follow the agreed-upon resource management plan.

**Answer:** D

**Explanation:**

A resource management plan is a document that describes how the project resources will be acquired, allocated, monitored, and controlled throughout the project life cycle<sup>1</sup>. A resource management plan helps project managers to ensure that the project has sufficient and appropriate resources to complete the project work on time and within budget. A resource management plan also defines the roles and responsibilities of the project team members and the resource managers, and the processes and tools for managing resource availability, utilization, and performance<sup>2</sup>.

In this question, the project manager should have asked the manager responsible for the equipment delivery to follow the agreed-upon resource management plan, which would have specified the resource requirements, allocation, and schedule for the equipment installation. By following the resource management plan, the manager could have avoided the capacity issue for the installation team, or at least communicated it to the project manager in advance, so that the project manager could have taken corrective actions to mitigate the impact on the project schedule. The project manager should also have monitored and controlled the resource management plan throughout the project, and updated it as needed to reflect any changes or issues in the resource availability or demand<sup>3</sup>.

Option A is not the best answer because conducting periodic reviews with the manager on resource availability may not be enough to prevent the situation from happening. The project manager should have established a clear and formal resource management plan with the manager, and ensured that the manager followed

it consistently and reported any deviations or problems.

Option B is not the best answer because defining the skill requirements more clearly in the scope statement may not be relevant to the situation. The scope statement is a document that defines the project scope, deliverables, assumptions, and constraints<sup>4</sup>. The skill requirements are part of the resource requirements, which are defined in the resource management plan, not the scope statement.

Option C is not the best answer because consulting with the installation team on a regular basis to check for conflicts may not be the project manager's responsibility. The project manager should have delegated the responsibility of managing the installation team to the manager in charge of the equipment delivery, and relied on the manager to follow the resource management plan and report any issues or conflicts to the project manager. References:

? 1: PMBOK Guide, 7th edition, page 83

? 2: Resource Plan: The Ultimate Guide to Resource Planning<sup>5</sup>

? 3: PMBOK Guide, 7th edition, page 85

? 4: PMBOK Guide, 7th edition, page 77

? 5: Resource Plan: The Ultimate Guide to Resource Planning

#### NEW QUESTION 8

A global program is being kicked off, and various distributed teams are involved in delivering the initiative. Besides planning and executing the scope for the initiative, team interactions must be considered.

How should the project teams interact in their meetings?

- A. Videoconferencing
- B. Chat conversations
- C. Encrypted emails
- D. Phone conversations

**Answer:** A

#### Explanation:

According to the PMBOK Guide, a project manager should use communication methods that are appropriate for the project context and stakeholder needs.

Videoconferencing is a communication method that allows real-time, synchronous, and visual interaction among distributed teams. Videoconferencing can help improve team collaboration, engagement, trust, and understanding, as well as reduce communication barriers and misunderstandings. Videoconferencing is the best option for project teams that are involved in a global program, as it can facilitate cross-cultural communication, knowledge sharing, and decision making. Chat conversations, encrypted emails, and phone conversations are not the best options, as they do not provide the same level of interaction, feedback, and clarity as videoconferencing. References: PMBOK Guide, 7th edition, page 191-192, 195-196.

#### NEW QUESTION 9

A project manager realizes that the team members are new to the hybrid approach and do not value standup meetings. Team members often arrive late, digress into solutioning, or skip the meetings altogether.

How should the project manager improve this situation with the project team?

- A. Send a daily retrospective report to all team members instead of holding standup meetings.
- B. Engage the project team in implementing and improving key aspects of the standup meetings.
- C. Include a daily brainstorming session in the standup meetings to resolve pending issues.
- D. Ask the product owner to remove team members who do not comply with standup meeting rules.

**Answer:** B

#### Explanation:

Standup meetings are brief daily meetings that help teams catch up on the progress and challenges of their projects. They are a common practice in agile project management, but they can also be used in hybrid approaches that combine agile and traditional methods. The purpose of standup meetings is to share information, align on goals, and identify any blockers or risks that need to be addressed. Standup meetings are not meant to be long or detailed discussions, but rather quick and focused updates.

To improve the situation with the project team, the project manager should engage the team members in implementing and improving key aspects of the standup meetings, such as:

? Setting clear expectations and rules for the standup meetings, such as the time, duration, location, format, and agenda.

? Explaining the benefits and value of standup meetings for the team and the project, such as improved communication, collaboration, transparency, and accountability.

? Encouraging active participation and feedback from all team members, and ensuring that everyone has a chance to speak and be heard.

? Keeping the standup meetings brief, on track, and effective, by avoiding digressions, interruptions, or distractions, and by addressing any issues or questions offline or in separate meetings.

? Making the standup meetings fun and engaging, by using different formats, tools, or techniques, such as gamification, visual aids, or online platforms.

By engaging the team in implementing and improving the standup meetings, the project manager can help the team members understand and value the standup meetings, and foster a positive and productive team culture.

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.

? What Is a Daily Standup? | Coursera

? Stand-up and deliver - Project Management Institute

? Leading Virtual Stand Up Meetings - Project Management Academy

#### NEW QUESTION 10

A project team member identified a procurement risk and sent an email to the project sponsor highlighting the risk. The sponsor forwarded the email to the project manager asking for further details. After speaking with the sponsor, the project manager decided to take preventive action.

Which document should the project manager review with their team?

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



**Answer:** D

**Explanation:**

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

**NEW QUESTION 10**

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

What does the project manager need to do now?

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

**Answer:** C

**Explanation:**

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

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

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

**NEW QUESTION 15**

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

How should the project manager handle this moving forward?

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

**Answer:** B

**Explanation:**

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

**NEW QUESTION 18**

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

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

**Answer:** A

**Explanation:**

= The project manager should use a servant leadership style to accomplish this task. A servant leader is someone who focuses on serving the needs and interests of the team, rather than directing or controlling them. A servant leader empowers the team to make decisions, fosters collaboration and trust, and supports the team’s growth and development. A servant leader can help the team define the steps and identify the risks of migrating data to a new system by facilitating discussions, providing guidance, removing impediments, and ensuring alignment with the project vision and goals. References: (Project Management Professional (PMP) Reference Materials source and documents)

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

Seventh Edition, Chapter 3: Project Management and Delivery Principles, Section 3.2: Leadership

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

? [PMP Exam Content Outline], Domain III: People, Task 7: Lead a team.

#### NEW QUESTION 21

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

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

**Answer:** D

#### Explanation:

The project manager should fast-track the project to compress the project schedule and ensure the completion date is not affected by the unforeseen risk occurrence. Fast-tracking is a schedule compression technique that involves performing activities in parallel that were originally planned to be performed sequentially<sup>1</sup>. This can reduce the overall duration of the project, but it may also increase the risk and complexity of the project. Reducing the project scope (A) may not be possible or acceptable, as it may affect the project deliverables and customer satisfaction. Increasing the project cost (B) may not be feasible or beneficial, as it may not guarantee the reduction of the project duration. Adding more project resources © may not be available or effective, as it may introduce new challenges such as coordination, communication, and training. References: 1: PMBOK Guide, 6th Edition, p. 215.

#### NEW QUESTION 22

A company wants to increase the commercial value of one of its products in a highly competitive market. In order to do this, the company commissions a project to create a prototype. The team constructs the prototype incrementally. Which action should the project manager take as a priority?

- A. Ensure the project sponsor is aware of the go-to market date.
- B. Emphasize the use of Kanban methodology.
- C. Implement a plan-do-check-act (PDCA) cycle.
- D. Deliver business value as soon as possible.

**Answer:** D

#### Explanation:

The project manager should prioritize delivering business value as soon as possible, as this is the main goal of the project and the reason why the company commissioned the prototype. By delivering business value early and frequently, the project manager can increase customer satisfaction, reduce risks, and validate assumptions. The other options are not as important or relevant as delivering business value in this scenario.

? Option A is not a priority, as the go-to market date may change depending on the feedback and testing of the prototype.

? Option B is not a priority, as Kanban is a tool for managing workflow and visualizing progress, but it does not guarantee business value delivery.

? Option C is not a priority, as PDCA is a quality improvement technique that can be applied to any process, but it does not directly relate to business value delivery. References:

? [PMBOK Guide], 6th edition, page 18, section 1.2.6

? [Agile Practice Guide], page 8, section 1.2.2

? [PMP Exam Content Outline], page 9, task 3 under domain 2

#### NEW QUESTION 26

An agile project team is creating an enterprise workflow system for a company. One of the project team members, who is the system design architect, keeps receiving telephone calls from the users who are asking questions about the system. The calls are impacting the architect's daily work schedule. What should the project manager do?

- A. Revise the backlog and assign stories to another team member to reduce the architect's workload.
- B. Include user training materials as part of the project deliverables so that users can receive self-help.
- C. Ask the system architect to write up a self-help manual so that the users can resolve the questions by themselves.
- D. Ask the users to send emails instead of calling so that the system architect can reply when they are available.

**Answer:** B

#### Explanation:

In an agile project, the project manager should collaborate with the customer and the team to deliver value and satisfy the customer's needs. One of the ways to do this is to provide user training materials as part of the project deliverables, so that the users can learn how to use the system and reduce the dependency on the system architect. This will also help the system architect focus on their core tasks and avoid interruptions from the users. Option B is the best answer because it addresses the root cause of the problem and provides a long-term solution. Option A is not a good answer because it does not solve the problem of the users' lack of knowledge and may affect the quality of the system design.

Option C is not a good answer because it adds more work to the system architect and does not involve the customer or the team. Option D is not a good answer because it does not address the problem of the users' lack of knowledge and may delay the feedback and communication between the users and the system architect. References: [Agile Practice Guide], page 28; [A Guide to the Project Management Body of Knowledge (PMBOK Guide)], Sixth Edition, page 18.

#### NEW QUESTION 27

The project management office (PMO) assigns a project manager who specializes in hybrid approaches to a predictive project that is offtrack from both the cost and schedule perspectives. The project runs into further delays as the project manager is ramping up on the project. The stakeholders are unhappy and ask senior management to replace the project manager.

How should the project manager approach this situation?

- A. Socialize with the stakeholders to better understand their needs and reset expectations.
- B. Escalate the stakeholder issue to the management team and ask for help with resolving the conflict.
- C. Continue to work on the project until the stakeholders and management come to a decision.
- D. Meet with the stakeholders to understand their concerns and define an action plan to resolve issues.

**Answer:** A

#### Explanation:

According to the PMBOK Guide 7th Edition, one of the principles of project management is to engage stakeholders. This means that the project manager should identify, analyze, and involve the stakeholders throughout the project, and provide them with timely and appropriate information that meets their needs and expectations. To engage stakeholders, the project manager should socialize with the stakeholders to better understand their needs and reset expectations, especially when the project is off track or facing challenges. This will help to build trust, rapport, and collaboration among the project manager and the stakeholders, and to address any issues or concerns that may affect the project outcome or stakeholder satisfaction. Escalating the stakeholder issue, continuing to work on the project, or meeting with the stakeholders are not the best actions, as they do not demonstrate the project manager's commitment, empathy, or proactivity to engage the stakeholders, and they may not resolve the underlying causes of the stakeholder dissatisfaction or the project deviation. References: PMBOK Guide 7th Edition, page 12-13.

#### NEW QUESTION 31

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

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

**Answer: C**

#### Explanation:

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

#### NEW QUESTION 33

A member of a testing team in an agile project works well with the project team. However, in the previous two iterations, this team member's performance was poor, and the team had difficulty meeting the iteration goals. How should the project manager handle this situation?

- A. Discuss the issue with the team member's functional manager.
- B. Inform the human resource (HR) department about the issue.
- C. Speak to the team member regarding the need to improve performance.
- D. Allow the project team to discuss the problem with this team member.

**Answer: D**

#### Explanation:

According to the PMBOK Guide 7th Edition, an agile project is a project that uses an adaptive, iterative, incremental, or agile approach to deliver value to the customer in a fast and flexible way. An agile project typically consists of a self-organizing and cross-functional team, which is empowered to make decisions and collaborate with each other to achieve the iteration goals. If a team member's performance is poor and affects the team's ability to meet the iteration goals, the project manager should allow the project team to discuss the problem with this team member, and to provide feedback, coaching, and support to help the team member improve their performance. This will help to foster a positive and supportive team culture, where team members can communicate openly, trust each other, and share their ideas and concerns. Discussing the issue with the team member's functional manager, informing the HR department, or speaking to the team member are not the best actions, as they do not demonstrate the project manager's respect for the team's autonomy and accountability, and they may undermine the team's cohesion and motivation. References: PMBOK Guide 7th Edition, page 19-20.

#### NEW QUESTION 38

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

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

**Answer: B**

#### Explanation:

According to the PMBOK Guide 7th Edition, the resource management plan is a component of the project management plan that describes how the project resources are acquired, allocated, monitored, and controlled. The resource management plan also includes the resource breakdown structure (RBS), which is a hierarchical representation of the project resources by category and type. The project manager should use the resource management plan and the RBS to identify the impacts of the other projects on the availability and utilization of the shared resources, and to plan accordingly. The project manager should also communicate



with the resource managers and the project sponsors of the other projects to negotiate and resolve any resource conflicts or issues. Therefore, the best answer is B. References: PMBOK Guide 7th Edition, pages 15, 16, 57, 58, 59.

#### NEW QUESTION 41

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 43

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?2

? Ultimate Guide To Hybrid Project Methodologies & How To Make Them3

#### NEW QUESTION 44

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 47

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

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



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

**Answer:** A

**Explanation:**

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

? 1: Agile Practice Guide, p. 26

? 2: Agile Practice Guide, p. 28

? 3: Agile Practice Guide, p. 9

**NEW QUESTION 48**

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

What should be used to prioritize the backlog items?

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

**Answer:** D

**Explanation:**

According to the Agile Practice Guide, one of the agile principles is to “maximize value”. This means that the project team should deliver the highest value features or products to the customer as early and frequently as possible. The Agile Practice Guide also states that “prioritization is a key activity for agile teams and their stakeholders”. The project team should use various techniques and criteria to prioritize the backlog items, such as value, urgency, dependencies, and feedback. The Agile Practice Guide also suggests that “business value is a common prioritization factor”. The project team should collaborate with the product owner and other stakeholders to determine the business value of each backlog item, and rank them accordingly. Therefore, the best answer is D. References: Agile Practice Guide, pages 9, 10, 35, 36, 37.

**NEW QUESTION 53**

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 57**

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

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

**Answer:** C

**Explanation:**

According to the Agile Practice Guide, a burnup chart is a graphical tool that shows the amount of work completed and the total amount of work in a project or sprint. It helps to visualize the progress and scope of the project or sprint, and to identify any changes or deviations that may occur. In this scenario, the burnup chart shows that the team has added new work to the sprint after it has started, as indicated by the upward slope of the total work line. This is a violation of the agile principle of delivering working software frequently and satisfying the customer through early and continuous delivery of valuable software. Adding new work to the sprint after it has started may disrupt the team's focus and flow, increase the complexity and uncertainty of the sprint, and compromise the quality and value of the deliverable. The project lead should address this issue with the product owner and the team, and remind them of the importance of respecting the sprint commitments and avoiding scope creep. The project lead should also help the product owner and the team to prioritize and refine the product backlog, and to plan and execute the sprints in a consistent and predictable manner. The project lead should also encourage the product owner and the team to communicate and collaborate effectively, and to seek and provide feedback regularly. Creating a burnup chart and mapping assumptions to impediments based on the impact to the project value (option C) is the best solution to the issue, as it demonstrates proactive and effective project integration and risk management. The team is not

meeting the expectations of the product owner (option A) may not be true or fair, as the team may still be able to deliver the expected value and quality within the sprint timebox, despite the addition of new work. However, this option does not address the root cause of the issue or provide a constructive feedback to the product owner and the team. The product owner should not ask the team to change their sprint commitments (option B) may also be partially correct, as the product owner should respect the team's autonomy and capacity, and should not impose unrealistic or unnecessary changes to the sprint scope. However, this option does not consider the possibility that the team may have added new work to the sprint without the product owner's request or approval, or that the product owner and the team may have agreed to change the sprint commitments based on new information or feedback. The team should have stopped on day 4 and started a new sprint (option D) may also be impractical or inefficient, as it may waste the time and effort that the team has already invested in the current sprint, and may create unnecessary overhead and disruption to the project flow. Stopping and starting anew sprint may also not guarantee the improvement of the project performance or delivery, unless the product owner and the team address the underlying issue of adding new work to the sprint after it has started. References: : Project Management Institute. (2017). Agile Practice Guide. Newtown Square, PA: Author1 : What is a Burn Up Chart & How to Create One | Atlassian 2 : What Is a Burn Up Chart In Agile Project Management1 : What Is a Burndown Chart? | Coursera 3

#### NEW QUESTION 62

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

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

**Answer:** D

#### Explanation:

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

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

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

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

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

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

#### NEW QUESTION 66

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

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

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

**Answer:** A

#### Explanation:

According to the PMBOK® Guide 7th Edition, the project manager should create a high-performing team by fostering a collaborative, respectful, and trusting environment. The project manager should also help the team members to overcome personal and interpersonal issues that may affect their performance. Therefore, the project manager should advise the team member to focus on the current project and consider the past conflicts as lessons learned. This would help the team member to move on from the negative experiences and contribute positively to the project. Option B is incorrect because it implies that the team member should hide their personal information from the entire team, which could create a sense of isolation or mistrust. Option C is incorrect because it suggests that the project sponsor has the authority to decide what personal information can be shared with the entire team, which could violate the team member's privacy or autonomy. Option D is incorrect because it implies that the project manager needs to consult with HR and check company policies before advising the team member, which could delay the resolution of the issue or undermine the project manager's role as a leader. References: PMBOK® Guide 7th Edition, Chapter 2: Creating a High-Performing Team, Section 2.1: Establishing a Team, p. 29-30.

#### NEW QUESTION 71

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 74

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

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

**Answer: B**

#### Explanation:

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

#### NEW QUESTION 79

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

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

**Answer: B**

#### Explanation:

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

#### NEW QUESTION 81

Stakeholders in some industries prefer to deal with programmers and system analysts directly, bypassing project managers. This complicates managing resources on projects.

How should a project manager solve this issue?

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

**Answer: A**

#### Explanation:

According to the PMBOK Guide, the communications management plan is a component of the project management plan that describes how project communications will be planned, structured, monitored, and controlled. The communications management plan should include the stakeholder communication requirements, the information to be communicated, the communication methods and technologies, the frequency and timing of communication, the roles and responsibilities of the communication participants, and the escalation process for resolving issues. The communications management plan should also align with the stakeholder engagement plan, which describes the strategies and actions to increase the support and minimize the resistance of the stakeholders throughout the project life cycle. By promoting the adoption of the communications management plan with the project team, the project manager can ensure that the project communications are consistent, clear, and effective, and that the stakeholders are kept informed and engaged. This can also help to prevent or resolve any conflicts or misunderstandings that may arise from the direct interaction between the stakeholders and the programmers or system analysts. Promoting the



adoption of the communications management plan with the project team (option A) is the best solution to the issue, as it demonstrates proactive and collaborative project communication and stakeholder management. Requesting a meeting with senior management to escalate the situation (option B) may not be necessary or appropriate, as it may imply that the project manager is unable to handle the issue and may damage the trust and relationship with the stakeholders. Hosting a team-building event to develop team cohesion and improve communication (option C) may also be ineffective or irrelevant, as it does not address the root cause of the issue or provide a clear guidance on how to communicate with the stakeholders. Proposing implementing a new projectmanagement information system (PMIS) (option D) may also be unrealistic or costly, as it may require additional resources and time to acquire and deploy the new system, and may not guarantee the improvement of the project communication or stakeholder engagement. References: : Project Management Institute. (2017). A Guide to the Project Management Body of Knowledge (PMBOK Guide) (6th ed.). Newtown Square, PA: Author1

#### NEW QUESTION 86

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

What should the project manager do next?

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

**Answer:** B

#### Explanation:

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

References: PMBOK Guide 7th Edition, Chapter 4: Project Delivery, Section 4.3: Monitor and Control Project Work, Page 97.

#### NEW QUESTION 89

An intern is replacing a critical resource midway through a sprint. To help the intern get up to speed, the project manager assigns a senior engineer in the team as the intern's mentor. Two months later, the project goes into critical status, delaying the release milestone by a month.

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

- A. Requested an experienced resource as a replacement
- B. Convinced the critical resource to remain on the project
- C. Allocated additional time for mentoring
- D. Negotiated additional time to complete the project

**Answer:** C

#### Explanation:

According to the PMBOK Guide, 7th edition, one of the key principles for project delivery is to “enable team members and stakeholders to align their efforts and work as a team” (p. 13). This principle implies that the project manager should support the team members in developing their skills, knowledge, and capabilities, and provide them with the necessary resources, tools, and guidance. The project manager should have allocated additional time for mentoring the intern, as this would have helped the intern to learn from the senior engineer, gain confidence, and contribute effectively to the project. Requesting an experienced resource, convincing the critical resource, or negotiating additional time are not effective ways to handle the situation, as they do not address the root cause of the problem, which is the lack of adequate training and support for the intern. References: PMBOK Guide, 7th edition, p. 13; PMP Exam Content Outline, Domain II: Process, Task 6.

#### NEW QUESTION 92

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

What should the project manager do before the project kick-off meeting?

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

**Answer:** D

#### Explanation:

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

The other options are not correct because:

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

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

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

The references are:

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

### NEW QUESTION 93

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

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

**Answer: C**

#### Explanation:

According to the PMBOK Guide, 6th edition, a hybrid project is a project that uses a combination of predictive, iterative, incremental, and agile approaches to deliver the project objectives. A hybrid project may require different types of resources, skills, and methods to manage the project effectively. In this question, the project manager is leading a hybrid project that involves agile resources who are not at the same location as the project manager. The project also has a strict schedule and budget, which means that the project manager has to balance the scope, time, and cost constraints of the project. The question asks what the project manager should do in this situation.

Based on this information, the best answer is option C, which is to engage the agile resources through video conferencing on a daily basis. This is because video conferencing is a tool that can facilitate communication and collaboration among geographically dispersed team members. Video conferencing can also help the project manager to monitor the progress and performance of the agile resources, as well as to provide feedback and guidance. Video conferencing can also support the agile practices of daily stand-up meetings, sprint reviews, and retrospectives, which are essential for agile teams to deliver value and quality. Engaging the agile resources through video conferencing on a daily basis can help the project manager to overcome the challenges of leading a hybrid project, as well as to meet the schedule and budget constraints of the project.

Option A, which is to plan to have the agile resources temporarily relocate to the project manager's location, is not a good answer. This is because relocating the agile resources may not be feasible or cost-effective, as it may involve additional expenses, logistics, and risks. Relocating the agile resources may also disrupt their work environment, productivity, and motivation. Relocating the agile resources may not be necessary, as video conferencing can provide a similar level of interaction and collaboration.

Option B, which is to advise the sponsor that the project will be delayed as agile training will be required, is not a good answer. This is because delaying the project may not be acceptable, as the project has a strict schedule constraint. Delaying the project may also affect the stakeholder satisfaction, business value, and project benefits. Agile training may not be required, as the agile resources already have experience with agile. The project manager may only need to provide some orientation and guidance on how the agile resources can work effectively with the rest of the project team.

Option D, which is to request a budget extension to get local resources experienced in agile, is not a good answer. This is because requesting a budget extension may not be approved, as the project has a strict budget constraint. Requesting a budget extension may also indicate poor planning and resource management by the project manager. Getting local resources experienced in agile may not be easy or quick, as it may involve hiring, contracting, or training processes. Getting local resources experienced in agile may not be necessary, as the agile resources can work remotely with the project manager and the project team through video conferencing. References: PMBOK Guide, 6th edition, Chapter 1: Introduction<sup>1</sup>; Chapter 3: The Role of the Project Manager<sup>2</sup>; Chapter 9: Project Resource Management<sup>3</sup>; Chapter 10: Project Communications Management<sup>4</sup>; PMI, 2023, PMP Exam Content Outline, Domain II: Process, Task 7: Plan and manage project/phase resources.

### NEW QUESTION 97

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

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

**Answer: A**

#### Explanation:

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

= PMBOK Guide, 6th edition, page 368; PMP Exam Content Outline, 2021, page 9

### NEW QUESTION 99

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

How should the project manager handle this situation?

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

**Answer: A**

#### Explanation:

According to the PMBOK Guide, a project manager is responsible for managing the communication with the project stakeholders, including the customer<sup>1</sup>.

Communication management involves planning, executing, monitoring, and controlling the information exchange among the project participants<sup>2</sup>. Communication management also involves identifying and resolving communication issues, such as misunderstandings, conflicts, or delays<sup>3</sup>.

In this scenario, the project manager is facing a communication issue with the customer, who has not cleared the shipment of 120 packages out of 150 and has not been participating in the weekly conference calls. This may affect the project schedule, budget, quality, and scope, as well as the customer satisfaction and relationship. The project manager should find the root cause of the issue and discuss the customer's current engagement, which means analyzing the factors that are preventing the customer from clearing the shipment and communicating effectively, and engaging the customer in a constructive dialogue to address the issue and restore the communication flow. Finding the root cause of the issue and discussing the customer's current engagement are examples of problem-solving and conflict management techniques, which are interpersonal skills that a project manager should have.

The project manager should not inform the customer that subsequent packages cannot be manufactured, as this may worsen the situation and damage the customer relationship. The project manager should not request a change in the contract to include the shipment in the project management plan, as this may not solve the communication issue and may create unnecessary changes and complications in the project scope and contract. The project manager should not request a delivery date extension from the customer, as this may not address the root cause of the issue and may affect the project performance and reputation. References: 1: PMBOK Guide, 6th edition, page 513. 2: PMBOK Guide, 6th edition, page 361. 3: PMBOK Guide, 6th edition, page 377. : PMBOK Guide, 6th edition, page 56.

#### NEW QUESTION 100

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

What should the project manager do first?

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

**Answer:** D

#### Explanation:

When a project faces a potential delay in the schedule, the project manager should not report, change, or escalate the issue without first assessing the impact and the root cause of the delay<sup>1</sup>. The project manager should analyze the schedule to determine how the delay affects the critical path, the float, and the dependencies of the project activities<sup>2</sup>. The project manager should also update the risk register, which is a document that records the identified risks, their probability, impact, response strategies, and status<sup>3</sup>. Updating the risk register can help the project manager identify and prioritize the risks associated with the delay, and plan appropriate responses to mitigate or avoid them<sup>4</sup>. References: 1: PMBOK Guide, 6th edition, p. 112 2: PMBOK Guide, 6th edition, p. 202 3: PMBOK Guide, 6th edition, p. 414 4: PMBOK Guide, 6th edition, p. 417

#### NEW QUESTION 105

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

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

**Answer:** B

#### Explanation:

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

#### NEW QUESTION 108

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

What should the project lead do?

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

**Answer:** B

#### Explanation:

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

#### NEW QUESTION 113

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 managermainly 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 114**

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

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

**Answer:** A

**Explanation:**

According to the Agile Practice Guide, kanban is an agile framework that uses a visual board to display the flow of work and limit the amount of work in progress (WIP) at each stage of the process. The WIP limit is a key element of kanban, as it helps to optimize the throughput and efficiency of the team, and to identify and resolve any bottlenecks or impediments. The agile project manager should change the WIP limit to reflect the team's capacity, based on the data from the kanban board and the burndown chart. This will help the team to focus on completing the most important tasks, reduce multitasking and waste, and improve the quality and delivery of the work. Changing the WIP limit is also consistent with the agile principle of responding to change over following a plan, as it allows the team to adapt to the current situation and customer needs. References:

? Agile Practice Guide, Chapter 5: Implementing Agile: Creating an Agile Environment, pp. 77-97.

? PMBOK® Guide, Sixth Edition, Chapter 6: Project Schedule Management, pp. 215-264.

? PMP Exam Prep Coursebook, Chapter 6: Project Schedule Management, pp. 6-1 - 6-22.

**NEW QUESTION 118**

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

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

**Answer:** C

**Explanation:**

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

**NEW QUESTION 120**

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

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

**Answer:** C

**Explanation:**

The project manager should have ensured the risk of not acquiring full funding for the project was adequately assessed and mitigated by the appropriate stakeholders to prevent this from happening. According to the PMBOK® Guide, a risk is an uncertain event or condition that, if it occurs, has a positive or negative effect on one or more project objectives<sup>1</sup>. In this case, the risk of not acquiring full funding for the project is a negative risk that could affect the project scope, schedule, cost, and quality. Therefore, the project manager should have performed the following risk management processes<sup>1</sup>:

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

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

? Perform Quantitative Risk Analysis: The process of analyzing the effect of identified individual project risks and other sources of uncertainty on the project

objectives, and presenting the results in quantitative terms. The project manager should have analyzed the effect of the risk of not acquiring full funding for the project on the project objectives, such as the expected monetary value, the cost of risk, the schedule reserve, and the contingency reserve.

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

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

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

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

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

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

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

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

#### NEW QUESTION 125

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

- A. Adjust the original budget estimates with the current cost variance.
- B. Perform a root cause analysis of the project performance.
- C. Review the activity duration to reforecast the project completion date.
- D. Negotiate the project changes and adjust stakeholder expectations.

**Answer: B**

#### Explanation:

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

#### NEW QUESTION 128

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

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

**Answer: A**

#### Explanation:

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

#### NEW QUESTION 133

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

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

**Answer: B**

#### Explanation:

= This answer is based on the concept of process tailoring, which is the act of determining the appropriate project management processes, tools, techniques,

inputs, and outputs for a specific project. By meeting with the PMO/compliance entity, the project manager can ensure that the agile project is aligned with the organizational strategy, governance, and standards, and that the agile deliverables meet the compliance requirements of the organization. This will also help to establish a common understanding and agreement on the roles, responsibilities, expectations, and communication channels among the project stakeholders.

References: (Project Management Professional (PMP) Reference Materials source and documents)

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

Seventh Edition, Chapter 2: The Project Environment, Section 2.3: Project Management Office, page 41.

? Agile Practice Guide, Chapter 3: Life Cycle Selection, Section 3.2: Implementing

Agile: Assessing the Current State of the Project, page 28.

#### NEW QUESTION 135

A risk was raised during the initiation of a project. The supplier discontinued software support for one of the project's required inputs. The project manager planned a reserve budget to allow the project to

continue in the event of this occurrence. What should the project manager do?

- A. Ask the supplier to continue providing software support until the end of the project.
- B. Inform the sponsor that the risk has been realized and that a decision has to be made for the project to continue.
- C. Tell the project team to stop work, as software support will be canceled and the project cannot continue.
- D. Advise the supplier that the sponsor will pay for software support as previously planned.

**Answer: B**

#### Explanation:

According to the PMBOK Guide, the project manager is responsible for planning, implementing, and monitoring risk responses throughout the project life cycle. One of the tools and techniques for implementing risk responses is contingency reserves, which are funds or time allocated for known risks that may affect the project objectives. Contingency reserves can help the project manager mitigate the impact of risks, as well as provide flexibility and options for the project. In this scenario, a risk was raised during the initiation of a project, that the supplier discontinued software support for one of the project's required inputs. The project manager planned a reserve budget to allow the project to continue in the event of this occurrence. However, when the risk is realized, the project manager should not assume that the reserve budget is sufficient or appropriate to deal with the situation. The project manager should inform the sponsor that the risk has been realized and that a decision has to be made for the project to continue, using contingency reserves as a tool. This option can help the project manager communicate the status and impact of the risk, as well as seek the sponsor's guidance and approval for using the reserve budget or any other alternative actions. Asking the supplier to continue providing software support, telling the project team to stop work, or advising the supplier that the sponsor will pay for software support are not the best options, as they do not address the issue of risk response implementation, or may be unrealistic or ineffective to resolve the situation. References: PMBOK Guide, 7th edition, pages 263-264, 11.4 Implement Risk Responses.

#### NEW QUESTION 139

A project manager assigned team members to work in pairs on a large amount of technical reports. At times, the project manager noticed that important information was not shared properly among the team.

This has caused delivery delays and, ultimately, the failure to complete the project. What is the root cause of this issue?

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

**Answer: D**

#### Explanation:

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

#### NEW QUESTION 140

During the last iteration of a hybrid project, one of the key members of the team wants to leave the project. What should the project manager do to address this concern?

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

**Answer: C**

#### Explanation:

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



? The Standard for Project Management, Part 2: Value Delivery System, Section 2.1 : Project Initiation, page 39.

#### NEW QUESTION 141

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 142

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 147

A project manager is preparing the business case for a project in a not for profit organization. The project manager justifies the cost of the project to a group of sponsors.

Which benefits realization metric should the project manager use?

- A. Total value of ownership
- B. Budget at Completion (BAC)
- C. Payback period
- D. Return of investment (ROI)

**Answer:** D

#### Explanation:

According to the PMBOK® Guide, return of investment (ROI) is a financial analysis technique that calculates the ratio of the net benefits to the total costs of a project or an investment. ROI helps to evaluate the profitability and feasibility of a project or an investment by comparing the expected benefits with the required costs. A higher ROI indicates that the project is more profitable and worth pursuing, while a lower ROI indicates that the project is less profitable and should be rejected. ROI can also be used to compare different project options and select the one that has the highest ROI, as it represents the most value for the organization.

In this question, the project manager is preparing the business case for a project in a not for profit organization. The project manager justifies the cost of the project to a group of sponsors. The business case is a document that describes the rationale and justification for initiating a project or an investment, and how it aligns with the organizational strategy, objectives, and values. The business case also includes the expected benefits and costs of the project or the investment, and the analysis and evaluation of the alternatives and options. The business case helps the project manager and the sponsors to make informed decisions about the project initiation and selection.

To justify the cost of the project, the project manager should use ROI as a benefits realization metric. Benefits realization is the process of identifying, planning, managing, and measuring the benefits and value that a project or an investment delivers to the organization and the stakeholders. Benefits realization metrics are tools and techniques that help to quantify and evaluate the benefits and value of a project or an investment, and to compare them with the baseline values. ROI is a common and widely used benefits realization metric, as it helps to demonstrate the financial value and impact of a project or an investment, and to justify its cost and feasibility. ROI can be calculated as follows:

$$ROI = (\text{Net Benefits} / \text{Total Costs}) \times 100\%$$
  
Net Benefits = Total Benefits - Total Costs  
Total Benefits = The sum of all the monetary and non-monetary benefits that the project or the investment will generate over its life cycle.

Total Costs = The sum of all the monetary and non-monetary costs that the project or the investment will incur over its life cycle.

The project manager should estimate the total benefits and costs of the project, and calculate the net benefits and the ROI. The project manager should also compare the ROI of the project with the ROI of the other alternatives or options, and select the one that has the highest ROI. The project manager should present the ROI of the project to the sponsors, and explain how it reflects the value and benefit of the project, and how it outweighs the cost of the project. The other options are not correct because they do not provide a valid benefits realization metric to justify the cost of the project. Option A is wrong because it refers to the total value of ownership, which is a concept that considers the total costs and benefits of owning and using a product, service, or asset over its life cycle. It is not a benefits realization metric, but rather a way of estimating the total benefits and costs of a project or an investment. Option B is wrong because it refers to the budget at completion (BAC), which is the total amount of money that is planned to be spent on a project or a work breakdown structure component. It is not a benefits realization metric, but rather a cost baseline value that is used to measure and control the project cost performance. Option C is wrong because it refers to the payback period, which is a financial analysis technique that calculates the time required to recover the initial investment of a project or an investment. It is not a sufficient benefits realization metric, as it does not consider the benefits and costs after the payback period, the time value of money, or the profitability of the project or the investment. References:  
? PMBOK® Guide, 6th edition, pages 33-34, 333-334, 440-441  
? Return on Investment (ROI) - Project Management Knowledge  
? Return on Investment (ROI) - Project Management Institute  
? Benefits Realization Management: A Practice Guide | PMI  
? Benefits Realization Management - ProjectEngineer

#### NEW QUESTION 151

A project manager received the project charter for a new product. The project is expected to have two main deliveries: the hardware part that has detailed specifications already defined, including a sample machine, and the user interface software that has only a basic specification and a requirement for a user experience design approach.

Which project management approach should the project manager use?

- A. A hybrid approach will work, using agile for software development and a predictive approach for the hardware deliveries.
- B. The software development has a high uncertainty level, so an agile approach is recommended for the project.
- C. The deliverables are significantly different, so the project should be split into two projects that are driven by a program.
- D. The scope is well defined; therefore, a predictive approach is straightforward and the hardware and software can be synchronized on the gates.

**Answer:** A

#### Explanation:

According to the PMBOK Guide 7th Edition, a hybrid approach is a combination of two or more project management approaches, such as predictive, adaptive, iterative, incremental, or agile. A hybrid approach can be used when different parts of the project have different levels of uncertainty, complexity, or stakeholder involvement. In this case, the hardware part has detailed specifications and a sample machine, which means that the scope is well defined and stable, and a predictive approach can be used to plan and execute the hardware deliveries. On the other hand, the user interface software has only a basic specification and a requirement for a user experience design approach, which means that the scope is vague and dynamic, and an agile approach can be used to deliver the software incrementally and iteratively, based on customer feedback and changing needs. Therefore, a hybrid approach will work, using agile for software development and a predictive approach for the hardware deliveries, as this will allow the project manager to balance the different characteristics and expectations of the two main deliveries. References: PMBOK Guide 7th Edition, page 19-20.

#### NEW QUESTION 152

Due to a recent company merger, a project manager from company B has been assigned to a team that is comprised of team members from company A. At the start of the project, conflicts arise due to a lack of clarity on processes and the project manager's relationship with company B. What should the project manager do to resolve this conflict?

- A. Work with the team to analyze which processes are suitable to use and define them in the ground rules.
- B. Ask the team to use company B's processes since they are more familiar with these processes.
- C. Avoid the conflict as the customer feels comfortable with using processes from company A.
- D. Review the historical information and make the decision based on the return on investment (ROI).

**Answer:** A

#### Explanation:

When a project involves team members from different organizations, cultures, or backgrounds, there may be conflicts due to different expectations, preferences, or assumptions about the project processes<sup>1</sup>. The project manager should not impose, avoid, or ignore these conflicts, as this could lead to resentment, confusion, or poor performance<sup>2</sup>. The project manager should instead work with the team to analyze which processes are suitable to use for the project, considering the project objectives, requirements, constraints, and risks<sup>3</sup>. The project manager should also define the agreed-upon processes in the ground rules, which are the standards of behavior and communication that the team members follow to work effectively together<sup>4</sup>. The ground rules can help the team members understand their roles and responsibilities, respect each other's differences, and resolve any issues that may arise. References: 1: PMBOK Guide, 6th edition, p. 27 2: PMBOK Guide, 6th edition, p. 339 3: PMBOK Guide, 6th edition, p. 38 4: PMBOK Guide, 6th edition, p. 333 : PMBOK Guide, 6th edition, p. 334

#### NEW QUESTION 157

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 159

A project manager is struggling to figure out the performance of the project teams in an agile environment. For the same scope of work, team A has calculated 100 story points and team B has calculated 125 story points. Which team is performing better?

- A. Team B as they have calculated more story points than team A.
- B. The team that completes the most stories selected from the sprint backlog.
- C. The team with the least amount of defects in their deliverables.
- D. Team A as they have calculated fewer story points than team B.

**Answer:** B

#### Explanation:

According to the PMBOK Guide, 7th edition, one of the key principles for project delivery is to “focus on value” (p. 10). This principle implies that the project manager should measure the project performance based on the value delivered to the customer and the stakeholders, rather than the output produced or the effort expended. The team that completes the most stories selected from the sprint backlog is performing better, as this indicates that they are delivering the highest priority and most valuable features to the customer. Story points are a relative measure of complexity or size of a user story, and they are not comparable across different teams or projects. The team with the least amount of defects or the team with fewer story points are not necessarily performing better, as they may be delivering low-value or low-quality features, or working on easier or smaller stories. References: PMBOK Guide, 7th edition, p. 10; PMP Exam Content Outline, Domain I: People, Task 2.

#### NEW QUESTION 164

A project has recently kicked off. The project manager observes that there are different expectations among the project team members. These growing misunderstandings are affecting team productivity. Which document should the project manager use as a guide to resolve the issue?

- A. Project organization charts
- B. Team charter
- C. Project charter
- D. Stakeholder register

**Answer:** B

#### Explanation:

The team charter is a document that defines the team’s purpose, roles, responsibilities, norms, and expectations. It helps to align the team members with the project vision and goals, and to foster collaboration and communication. The team charter can be used as a guide to resolve any issues or conflicts that arise among the team members, as it clarifies the team’s values, ground rules, decision-making process, and conflict resolution methods. The other options are not as relevant or effective as the team charter in addressing the issue. The project organization charts show the reporting relationships and hierarchy of the project team, but they do not define the team’s expectations or norms. The project charter authorizes the project and defines the high-level scope, objectives, stakeholders, and constraints, but it does not specify the team’s roles or responsibilities. The stakeholder register identifies and analyzes the project stakeholders, but it does not address the team’s expectations or issues. References: PMBOK Guide, 7th edition, page 76, 78, 80, 82.

#### NEW QUESTION 167

A project manager prepared a project benefits management plan. Which of the following should be included in this document?

- A. Target benefits, benefits owner, lessons learned
- B. Project requirements, target benefits, issue log, metrics
- C. Target benefits, strategic alignment, time frame for realizing benefits
- D. Strategic alignment, benefits owner, risk register

**Answer:** C

#### NEW QUESTION 172

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