

PMP

Exam Questions PMP

Project Management Professional



NEW QUESTION 1

A project manager noticed that a team member has been struggling with some tasks, which may ultimately impact the completion date. Team morale is low because they will not get the expected bonus if they do not finish on time. What should the project manager do next?

- A. Update the project schedule and budget estimates.
- B. Ask the human resources (HR) department to replace the team member and add an additional resource.
- C. Ask the client to approve a delay in the project schedule.
- D. Acknowledge the team for their accomplishments, encourage them, and offer assistance to avoid future delays.

Answer: D

Explanation:

According to the PMBOK Guide, a project manager should use interpersonal and team skills to manage team morale and performance. One of the skills is recognition and rewards, which involves acknowledging the team's achievements, providing positive feedback, and offering incentives for meeting or exceeding expectations. Another skill is coaching and mentoring, which involves providing guidance, support, and advice to help the team members improve their skills, overcome challenges, and achieve their goals. By using these skills, the project manager can motivate the team, foster collaboration, and prevent or resolve conflicts. References: PMBOK Guide, 7th edition, page 182-183.

NEW QUESTION 2

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

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

Answer: B

Explanation:

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

? PMI, A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, pp. 28-29, 35-36, 54-55, 170-171, 176-177, 487.

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

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

NEW QUESTION 3

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

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

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

Answer: A

Explanation:

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

NEW QUESTION 4

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 5

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 6

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 7

A project team has finished its first iteration out of six. The iteration's delivery performance (velocity) was 50%. During the iteration retrospective, the team realizes that the

complexity of the work was underestimated. What should the project manager do?

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

Answer: C

Explanation:

The project manager should meet with the team to review internal actions to resolve the situation, because this is a common practice in agile project management.

In agile projects, the team is empowered to self-organize and adapt to changing requirements and circumstances¹. The iteration retrospective is a meeting where the team reflects on what went well and what can be improved in the next iteration². If the team realizes that the complexity of the work was underestimated, they should discuss how to adjust their planning, estimation, and delivery processes to avoid this issue in the future³. The project manager should facilitate this discussion and support the team's decisions. References:

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

Seventh Edition, Chapter 2, Section 2.2.3

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

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

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

NEW QUESTION 8

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

What should the project manager do?

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

Answer: A

Explanation:

= According to the PMBOK Guide, 7th edition, an issue is a point or matter in question or in dispute, or a point or matter that is not settled and is under discussion or over which there are opposing views or disagreements¹. Issues can arise from any source, such as risks, changes, quality problems, conflicts, etc. Issues can have a negative impact on the project objectives if not resolved in a timely and appropriate manner². Therefore, the project manager should proactively manage issues by following a predefined issue management process that includes identifying, analyzing, prioritizing, resolving, and monitoring issues³. One of the best practices for issue management is to involve the project team and relevant stakeholders in the process, as they may have valuable insights, suggestions, or solutions for the issue. Holding a meeting with the project team and relevant stakeholders to agree on the best way to manage the issue (option A) is the most effective option for the project manager, as it can help to address the issue collaboratively, transparently, and efficiently. Informing the sponsor that the issue has arisen and that the project's success may be uncertain (option B) may not be sufficient, as the sponsor may expect the project manager to take action and propose a solution for the issue. Avoiding managing the issue as it was not registered as a risk for the project and there is no planned response to it (option C) is not a good option, as it can lead to more problems and complications for the project. Delaying the project until the issue is addressed and no longer presents as a risk to the project (option D) may not be feasible, as it can affect the project schedule, budget, and scope. References: 1: PMBOK Guide, 7th edition, page 175 2: PMBOK Guide, 7th edition, page 176 3: PMBOK Guide, 7th edition, page 177 : PMBOK Guide, 7th edition, page 178

NEW QUESTION 9

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

How should this situation be handled?

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

Answer: A

Explanation:

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

NEW QUESTION 10

A project is being planned to deliver a proof of concept to evaluate technology compatibilities. The business and project stakeholders are having difficulty agreeing on what should be included in the final product.

What should the project manager do?

- A. Include all stakeholders in the creation of the project charter.
- B. Determine the root cause of their inability to determine the project scope.
- C. Include the technology suppliers in the creation of the business case.
- D. Determine a clear distinction between business and technology benefits.

Answer: A

Explanation:

The project charter is a document that formally authorizes the project and defines its high-level scope, objectives, assumptions, constraints, and stakeholders¹. The project charter is usually created by the project sponsor or initiator, but it should also involve the input and agreement of all the key stakeholders, including the business and project stakeholders, as well as the technology suppliers². By including all stakeholders in the creation of the project charter, the project manager can ensure that their expectations, requirements, and interests are aligned and clarified, and that they have a common understanding of what the project aims to deliver³. This can help avoid or reduce conflicts, ambiguities, or changes in the project scope later on. References: 1: PMBOK Guide, 6th edition, p. 77 2: PMBOK

Guide, 6th edition, p. 80 3: PMBOK Guide, 6th edition, p. 30 : PMBOK Guide, 6th edition, p. 134

NEW QUESTION 10

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

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

Answer: B

Explanation:

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

NEW QUESTION 12

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

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

Answer: D

Explanation:

The project manager should fast-track the project to compress the project schedule and ensure the completion date is not affected by the unforeseen risk occurrence. Fast-tracking is a schedule compression technique that involves performing activities in parallel that were originally planned to be performed sequentially¹. This can reduce the overall duration of the project, but it may also increase the risk and complexity of the project. Reducing the project scope (A) may not be possible or acceptable, as it may affect the project deliverables and customer satisfaction. Increasing the project cost (B) may not be feasible or beneficial, as it may not guarantee the reduction of the project duration. Adding more project resources © may not be available or effective, as it may introduce new challenges such as coordination, communication, and training. References: 1: PMBOK Guide, 6th Edition, p. 215.

NEW QUESTION 13

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 18

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

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

Answer: C

Explanation:

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

address the root cause or the severity of the issue, or they may be part of the risk response implementation. References:
? PMBOK® Guide 7th Edition, Chapter 9: Uncertainty, Section 9.2: Respond to Uncertainty, Page 233
? PMBOK® Guide 6th Edition, Chapter 11: Risk Management, Section 11.5: Implement Risk Responses, Page 442
? Agile Practice Guide, Chapter 3: Implementing Agile: Creating an Agile Environment, Section 3.4: Delivery Practices, Page 41

NEW QUESTION 19

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 20

A project is starting its third iteration out of six. During planning, the team realized that all of the requirements were not defined clearly enough to start working. What should the project manager do?

- A. Invite key users to the next daily meeting to get requirement clarification.
- B. Review and replace the unclear requirements with ones that are clear.
- C. Update the issue log and escalate it to the project sponsor.
- D. Meet with the product owner to review the project backlog.

Answer: D

Explanation:

= This answer is based on the agile practice of backlog management, which is the process of creating, prioritizing, refining, and maintaining the backlog items with the project team and the product owner. The product owner is the person responsible for defining and communicating the vision, value, and scope of the product or service. By meeting with the product owner to review the project backlog, the project manager can ensure that the requirements are clear, complete, and aligned with the customer's needs and expectations. This will also help to resolve any ambiguities, inconsistencies, or gaps in the requirements, and to adjust the backlog items as needed based on the feedback and changes. References: (Project Management Professional (PMP) Reference Materials source and documents)
? A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition, Chapter 14: Enabling Change, Section 14.2: Leading the Team, page 334.
? Agile Practice Guide, Chapter 3: Life Cycle Selection, Section 3.3: Implementing Agile: Creating an Agile Environment, page 32.

NEW QUESTION 24

A product is undergoing its last iterative increment, and the project team is ready to make the final deployment. The company's financial manager is asking the project team to complete the deployment and close the project as soon as possible so it can be capitalized. What should the project manager do?

- A. Ignore the stakeholder's request as there is a defined plan.
- B. Update the acceptance criteria for the iteration.
- C. Check on the definition of done (DoD) for the project.
- D. Expedite the final deployment and close the project.

Answer: C

Explanation:

The definition of done (DoD) is a clear and concise list of requirements that a project increment must meet before it is considered complete and potentially releasable¹. The project manager should check on the DoD for the project to ensure that the product meets the quality standards and stakeholder expectations before deploying it. Ignoring the stakeholder's request (A) or expediting the final deployment (D) may compromise the quality and value of the product. Updating the acceptance criteria (B) may introduce scope changes and delays in the project. References: 1: PMBOK Guide, 6th Edition, p. 176.

NEW QUESTION 25

A project manager who is new to an organization observes that an approaching deadline is likely to be missed because there have been some delays on the project due to a lack of resources. What should the project manager do next?

- A. Escalate the issue to the sponsor and debrief them about the situation.
- B. Review the risk management plan to identify the response strategy.
- C. Review the milestone list to determine which tasks can be fast-tracked.
- D. Organize a team meeting to discuss the next course of action.

Answer: D

Explanation:

According to the PMBOK Guide, 6th edition, page 123, the project manager is responsible for managing the project schedule and ensuring that the project deliverables are completed within the agreed time frame. If the project manager observes that an approaching deadline is likely to be missed because of some delays on the project due to a lack of resources, the project manager should follow the schedule management process, which involves monitoring and controlling the project progress, identifying and analyzing any variances or issues, and implementing corrective or preventive actions as needed. The project manager should organize a team meeting to discuss the next course of action, as this is a tool and technique for schedule control, which involves engaging the project team members and other stakeholders to review the project status, identify the root causes of the delays, evaluate the impact on the project objectives and constraints, and propose and agree on the best solutions to recover the schedule. The project manager should not escalate the issue to the sponsor, as this may imply that the project manager is unable to handle the situation. The project manager should not review the risk management plan, as this may not address the current issue of the schedule delay. The project manager should not review the milestone list, as this may not provide enough information or guidance on how to resolve the issue.

References:

? PMBOK Guide, 6th edition, page 123

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NEW QUESTION 26

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

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

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

Answer: A

Explanation:

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

NEW QUESTION 30

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

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

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

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

Answer: C

Explanation:

According to the PMBOK Guide 7th Edition, one of the principles of project management is to create a collaborative project team culture. This means that the project manager should foster a positive and supportive team environment, where team members can communicate openly, trust each other, and share their ideas and concerns. To address the remote team's morale, the project manager should offer opportunities for coworkers to interact beyond tasks, and model this behavior to create a safe space. This will help to build rapport, empathy, and camaraderie among the team members, and to reduce stress and burnout. Some examples of such opportunities are virtual coffee breaks, icebreakers, games, recognition, and feedback. Planning a party, evaluating the challenges, or inviting the team to a work retreat are not the best actions, as they do not address the immediate need to boost the team morale, and they may not be feasible or effective given the remote work situation and the tight deadline. References: PMBOK Guide 7th Edition, page 11-12.

NEW QUESTION 32

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 project team was asked to resume development activities on a project that was suspended for a few months due to the fast-changing environment and conditions. What should the project lead do?

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

Answer: A

Explanation:

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

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

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

NEW QUESTION 37

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

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

Answer: C

Explanation:

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

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

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

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

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

NEW QUESTION 39

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

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

Answer: A

Explanation:

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

and to ensure the project's alignment with the business objectives. References:
? PMBOK® Guide, Sixth Edition, Chapter 4: Project Integration Management, pp. 111-158.
? PMP Exam Prep Coursebook, Chapter 4: Project Integration Management, pp. 4-1- 4-24.

NEW QUESTION 40

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

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

Answer: C

Explanation:

= According to the PMBOK Guide, 7th edition, communication is one of the key enablers of project performance, and it should be planned, managed, and monitored throughout the project life cycle¹. For remote project teams, communication is even more critical, as they face challenges such as cultural differences, time zone differences, lack of face-to-face interactions, and potential misunderstandings². Therefore, the project manager should plan a communication method that suits the needs and preferences of the remote project team members, such as email, phone, video conferencing, instant messaging, or collaboration tools³. The project manager should also allow the project team members to virtually interact with each other, to build trust, rapport, and teamwork⁴. This will help to ensure good collaboration and coordination among the remote project team members, and to achieve the project deliverables. References:

- ? 1: PMBOK Guide, 7th edition, Chapter 4: Plan and Manage Communications, p.69-70
- ? 2: PMBOK Guide, 7th edition, Chapter 4: Plan and Manage Communications, p.72
- ? 3: PMBOK Guide, 7th edition, Chapter 4: Plan and Manage Communications, p.74-75
- ? 4: PMBOK Guide, 7th edition, Chapter 4: Plan and Manage Communications, p.76

NEW QUESTION 45

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

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

Answer: D

Explanation:

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

NEW QUESTION 50

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 55

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 59

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 60

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 61

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

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

Answer: B

Explanation:

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

References:

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

? PMBOK® Guide 6th Edition, Chapter 9: Resource Management, Section 9.4: Manage Team, Page 341

? Agile Practice Guide, Chapter 3: Implementing Agile: Creating an Agile Environment, Section 3.4: Delivery Practices, Page 40

NEW QUESTION 63

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 64

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 65

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 69

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

- A. Send the project schedule via email to the stakeholders who need that information.
- B. Make sure all stakeholders have access to the system and know where to find project artifacts.

- C. Escalate the issue to the steering committee and ask them to deal with the stakeholders' lack of training.
D. Advise the project management office (PMO) that there is a resource gap for sharing project artifacts effectively.

Answer: B

Explanation:

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

NEW QUESTION 74

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

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

Answer: C

Explanation:

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

NEW QUESTION 76

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

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

Answer: B

Explanation:

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

NEW QUESTION 81

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

How does the project lead ensure adherence to agile practices?

- A. Escalate to management that the agile process is not going to work and ask them to speak to the agile coach.
B. Inform the agile coach that the daily standup will be at 10:00 am local time and ensure all parties can attend.

- C. Have two separate daily standups, one for the agile coach and technical writer and one for the agile development team.
- D. Have a discussion with the team on the approach and come to a decision on when the daily standups should be.

Answer: D

Explanation:

= This answer is based on the agile principle of self-organizing teams, which means that the team members collaborate and decide how to best accomplish their work, rather than being directed by others outside the team. By having a discussion with the team on the approach and coming to a decision on when the daily standups should be, the project lead ensures that the team is involved in the planning and execution of their work, and that they respect each other's preferences and constraints. This will also foster trust, communication, and collaboration among the team members, which are essential for agile practices. References: (Project Management Professional (PMP) Reference Materials source and documents)

? A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition, Chapter 14: Enabling Change, Section 14.2: Leading the Team, page 333.

? Agile Practice Guide, Chapter 2: An Introduction to Agile, Section 2.2: Agile Manifesto and Principles, page 12.

NEW QUESTION 86

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

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

Answer: A

Explanation:

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

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

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

NEW QUESTION 87

Team members of a new scrum team are skilled and excited about the project, despite never having worked together before. The project leader requested an offsite team building activity to talk about the project and get familiar with each other, but the activity was not approved by the sponsor who is trying to save money. The project leader believes it is important to hold a team building activity to bring the team together. What should the project leader do?

- A. Explain the financial constraint and ask each team member to pay their own share for the event.
- B. Use the office facilities and support to organize an interactive event for the team members in-house.
- C. Tell the team that the event will be handled at the end of the project due to current financial constraints.
- D. Bypass the event because the team members' seniority is enough to engage without further activities.

Answer: B

Explanation:

According to the PMBOK Guide 7th Edition, one of the principles of project management is to create a collaborative project team culture. This means that the project manager should foster a positive and supportive team environment, where team members can communicate openly, trust each other, and share their ideas and concerns. To create a collaborative project team culture, the project manager should organize team building activities that help the team members to get to know each other, to develop their

interpersonal skills, and to enhance their team performance. If the sponsor does not approve an offsite team building activity due to budget constraints, the project manager should use the office facilities and support to organize an interactive event for the team members in-house. This will help to achieve the same objectives of the team building activity, without incurring additional costs or compromising the project scope, schedule, or quality. Explaining the financial constraint and asking each team member to pay their own share, telling the team that the event will be handled at the end of the project, or bypassing the event are not the best actions, as they do not address the need to build trust and cohesion among the team members, and they may affect the team morale and motivation. References: PMBOK Guide 7th Edition, page 11-12.

NEW QUESTION 91

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

How should a project manager solve this issue?

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

Answer: A

Explanation:

According to the PMBOK Guide, the communications management plan is a component of the project management plan that describes how project communications will be planned, structured, monitored, and controlled. The communications management plan should include the stakeholder communication requirements, the information to be communicated, the communication methods and technologies, the frequency and timing of communication, the roles and responsibilities of the communication participants, and the escalation process for resolving issues. The communications management plan should also align with the stakeholder engagement plan, which describes the strategies and actions to increase the support and minimize the resistance of the stakeholders throughout the project life cycle. By promoting the adoption of the communications management plan with the project team, the project manager can ensure that the project

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

NEW QUESTION 93

After meeting with stakeholders, a project manager working at a computer gaming company is creating a project management plan for the company's newest offering. The project manager learns that the company's main competitor is scheduled to release a similar offering leveraging the newest technology. The project manager fears that the competitor's offering is better in multiple ways compared to the project manager's project. What should the project manager do?

- A. Perform a Kano analysis factoring in the competitor's offering and present it to the stakeholders.
- B. Meet with the development team to see what changes will improve the project compared to the competition's deliverable.
- C. Meet with the project team to discuss the concerns and determine how to ensure the project's deliverable can compete with the competitor's.
- D. Note this concern in the risk register and meet with the sales team to identify mitigation options factoring in the competitor's offerings.

Answer: C

Explanation:

According to the PMBOK Guide 7th Edition, the project manager should lead and support the project team and collaborate with them to deliver the project outcomes. In this case, the project manager should meet with the project team to discuss the concerns and determine how to ensure the project's deliverable can compete with the competitor's, such as by incorporating customer feedback, enhancing the features, or applying the newest technology. The project manager should not perform a Kano analysis, as this is a technique to prioritize the customer requirements, not the competitor's. The project manager should not meet with the development team only, as this may exclude other team members who may have valuable inputs. The project manager should not note this concern in the risk register and meet with the sales team only, as this may not address the root cause of the problem and may not involve the project team. References: PMBOK Guide 7th Edition, Chapter 3: Project Performance Domain, Section 3.3: Lead the Team, Page 65; Chapter 4: Project Delivery, Section 4.2: Collect Requirements, Page 89.

NEW QUESTION 97

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

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

Answer: C

Explanation:

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

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

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

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

NEW QUESTION 100

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 102

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

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

Answer: A

Explanation:

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

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

NEW QUESTION 106

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

How should the project manager handle this situation?

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

Answer: A

Explanation:

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

NEW QUESTION 111

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

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

Answer: C

Explanation:

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

(PMBOK Guide) (6th ed.). Newtown Square, PA: Author1 : Project Management Professional (PMP)® Certification | PMI 2 : What Counts as Project Management Experience? - CBT Nuggets 3 : PMP® Certification Info Summary | PMI - Project Management Institute 4 : PMP Certification Requirements | Are you eligible for PMP5

NEW QUESTION 115

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

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

Answer: D

Explanation:

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

NEW QUESTION 120

DRAG DROP

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

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

- A. Mastered
- B. Not Mastered

Answer: A

Explanation:

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

NEW QUESTION 125

A project manager has been assigned to a new project. There is one team member who never says anything during meetings. After meetings, however, the team member sends detailed emails with very good suggestions that help with project execution. How should the project manager guide the team members?

- A. Motivate the team members to speak freely in the meeting.
- B. Arrange a team-building activity to involve all team members.
- C. Remind the team members to follow the team charter.
- D. Review the communications management plan with the team members.

Answer: D

Explanation:

= According to the PMBOK Guide, 7th edition, the communications management plan is a component of the project management plan that describes how, when, and by whom information about the project will be shared, stored, and distributed¹. It also defines the communication requirements and expectations of the project stakeholders, such as the level of detail, frequency, format, and confidentiality of the information². Therefore, the project manager should review the communications management plan with the team members, to ensure that they are aware of and follow the agreed communication protocols and methods. This would help to address the issue of the team member who never speaks during meetings, but sends emails afterwards, which may indicate a preference or a challenge for a different communication mode. The project manager should also encourage the team member to share their valuable suggestions during the meetings, as this would enhance the team collaboration and performance³. References:
? 1: PMBOK Guide, 7th edition, Chapter 4: Plan and Manage Communications, p.69
? 2: PMBOK Guide, 7th edition, Chapter 4: Plan and Manage Communications, p.70-71
? 3: PMBOK Guide, 7th edition, Chapter 2: Lead a Team, p. 29-30

NEW QUESTION 129

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

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

Answer: D

Explanation:

= According to the PMBOK Guide, 7th edition, one of the project manager's roles is to facilitate collaboration among team members and stakeholders¹. This includes resolving conflicts and promoting a positive team environment². Therefore, the best option for the project manager is to encourage both team members to meet as soon as possible and resolve the problem. This way, the project manager can help them understand each other's perspectives, find common ground, and reach a mutually acceptable solution³. Reporting the disruptive team member to the HR department (option A) may escalate the conflict and damage the trust and relationship between the team members. Suggesting that the team member ignore the disruptive team member and focus only on the work (option B) may not address the root cause of the problem and may lead to further resentment and frustration. Monitoring the situation for a few weeks to determine if the disruptive team member's attitude changes (option C) may not be effective, as the conflict may worsen over time and affect the team's performance and morale. References: 1: PMBOK Guide, 7th edition, page 95 2: PMBOK Guide, 7th edition, page 97 3: PMBOK Guide, 7th edition, page 98

NEW QUESTION 131

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

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

Answer: B

Explanation:

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

NEW QUESTION 135

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 136

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 137

A project manager has access to risk management tools but chooses to use a quantitative method to evaluate the project risks. During project execution, the project sponsor asks for an updated risk matrix. What should the project manager do next?

- A. Use integrated risk management software to evaluate the risks.
- B. Use their own professional knowledge to reassess the risks.
- C. Add new risks and send the risk matrix to leadership for approval.
- D. Trust in the quantitative method already chosen as it is a precise method.

Answer: C

Explanation:

this question is related to the Project Management Professional (PMP) certification exam, which is a credential that validates the knowledge and skills of project managers. The PMP exam is based on the PMBOK Guide, 7th edition, which is a standard that provides a framework and best practices for managing projects. The question describes a situation where a project manager has access to risk management tools but chooses to use a quantitative method to evaluate the project risks. During project execution, the project sponsor asks for an updated risk matrix. The question asks what the project manager should do next. Based on this information, the best answer is option C, which is to add new risks and send the risk matrix to leadership for approval. This is because adding new risks and sending the risk matrix to leadership for approval is a risk management practice that can help the project manager to update and communicate the project risks and their status. A risk matrix is a tool that displays the probability and impact of the project risks, as well as their priority and response strategies. Adding new risks is a process that involves identifying and analyzing any new or emerging risks that may affect the project objectives or outcomes. Sending the risk matrix to leadership for approval is a process that involves obtaining the endorsement and support from the project sponsor and other senior stakeholders for the risk management plan and actions. Adding new risks and sending the risk matrix to leadership for approval can help the project manager to ensure that the project risks are properly identified, assessed, and managed, as well as to align the project risks with the stakeholder expectations and interests. Option A, which is to use integrated risk management software to evaluate the risks, is not a good answer. This is because using integrated risk management software may not be necessary or effective to update and communicate the project risks and their status. Integrated risk management software is a tool that helps to automate and integrate the risk management processes and activities, such as risk identification, analysis, response, monitoring, and reporting. Using integrated risk management software can help the project manager to facilitate and streamline the risk management tasks and functions, as well as to enhance the risk management efficiency and quality. However, using integrated risk management software may not help the project manager to update and communicate the project risks and their status, as it may not address the issue of new or emerging risks that may require human judgment or intervention. Using integrated risk management software may also depend on the availability, suitability, and compatibility of the software, as well as the cost, time, and training required to use the software. Option B, which is to use their own professional knowledge to reassess the risks, is not a good answer. This is because using their own professional knowledge may not be enough or reliable to update and communicate the project risks and their status. Professional knowledge is the knowledge and skills that the project manager has acquired from their education, training, experience, or certification. Using their own professional knowledge can help the project manager to apply the relevant and appropriate risk management concepts, methods, and techniques to the project. However, using their own professional knowledge may not help the project manager to update and communicate the project risks and their status, as it may not reflect the current and accurate information and data about the project risks. Using their own professional knowledge may also introduce bias or error to the risk assessment and evaluation, as well as to conflict or contradict with the stakeholder opinions or expectations. Option D, which is to trust in the quantitative method already chosen as it is a precise method, is not a good answer. This is because trusting in the quantitative method may not be appropriate or beneficial to update and communicate the project risks and their status. A quantitative method is a technique that uses numerical data and analysis to measure and evaluate the probability and impact of the project risks, as well as to estimate the overall risk exposure and contingency of the project. A quantitative method can help the project manager to obtain objective and precise information and results about the project risks, as well as to support the risk management decision-making and planning. However, trusting in the quantitative method may not help the project manager to update and communicate the project risks and their status, as it may not account for the new or emerging risks that may require qualitative or subjective assessment and evaluation. Trusting in the quantitative method may also ignore or overlook the stakeholder feedback or input, as well as the risk management tools or resources that may be available or useful for the project. References: PMBOK Guide, 7th edition; PMP Exam Content Outline; PMP Sample Test Questions.

NEW QUESTION 139

A project team is having difficulties understanding technical details regarding requirements. The information was not initially provided by the customer, but the information is critical in the current iteration for clarification on how tasks need to be accomplished. How should the project manager approach this situation?

- A. Educate the customer and have them participate in daily standup meeting
- B. ®
- C. Request that the customer reviews and clarifies feature definitions for the current sprint.
- D. Send a burndown chart of the current sprint to the customer and seek clarifications.
- E. Schedule weekly meetings and product reviews with the customer to clarify requirements.

Answer: A

Explanation:

In agile projects, the customer is an integral part of the project team and should be involved in the planning, execution, and review of each iteration. By educating the customer on the agile principles and practices, the project manager can ensure that the customer understands the value of frequent feedback, collaboration, and adaptation. By having the customer participate in daily standup meetings, the project manager can facilitate direct communication between the customer and the development team, and enable quick resolution of any issues or ambiguities regarding the requirements. This will help the project team to deliver the most valuable features to the customer in each sprint. References: PMBOK Guide, 7th edition, pages 55, 56, 57, 58, 59, 60, 61, 62, 63, 64, and 65. World of Project Management.

NEW QUESTION 142

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 145

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

What should the project manager do to manage this?

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

Answer: A

Explanation:

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

NEW QUESTION 148

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

What should the project manager do?

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

Answer: BD

Explanation:

= The project manager should determine cross-dependencies and plan a spike in the next sprint to investigate the causes of the delay and find possible solutions. A spike is a time-boxed activity that allows the team to explore a complex problem or learn a new skill¹. The project manager should also determine the risks and identify a resolution during the retrospective meeting, which is a regular event that enables the team to reflect on their performance and improve their processes². These actions will help the project manager to address the issues that are affecting the delivery of the user stories and ensure the quality of the product.

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

NEW QUESTION 152

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

What should the project manager do to improve the situation?

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

Answer: C

Explanation:

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

? PMBOK Guide, 6th edition, page 349

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NEW QUESTION 155

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

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

Answer: D

Explanation:

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

? PMBOK Guide, 6th edition, page 368

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NEW QUESTION 158

During the execution of a project, a key stakeholder complains to the project manager about recent communications. The key stakeholder explains that the relevant information from the project team was incomplete and late. As a result, the key stakeholder is beginning to disengage from the project. What should the project manager do?

- A. Send relevant information to all key stakeholders simultaneously to ensure consistent communication.
- B. Update the communications management plan to fulfill the key stakeholder's expectations about relevant information.
- C. Explain to the key stakeholder the way in which the project team communicates information.
- D. Ask the project sponsor to hold a meeting with the key stakeholder to ensure that the stakeholder is engaged in the project.

Answer: B

Explanation:

The communications management plan is a component of the project management plan that describes how project communications will be planned, structured, implemented, and monitored for effectiveness¹. It also defines the communication methods, formats, frequency, and stakeholders for each type of communication². If the key stakeholder is not satisfied with the current communication practices, the project manager should update the communications management plan to align with the stakeholder's needs and preferences³. This will help to improve the stakeholder's engagement and satisfaction with the project. References:

? 1: A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition, Chapter 4, Section 4.1.3.3

? 2: A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition, Chapter 4, Section 4.2.3.1

? 3: A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition, Chapter 4, Section 4.3.3.2

? : A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition, Chapter 13, Section 13.3.3.2

NEW QUESTION 160

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

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

Answer: B

Explanation:

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

NEW QUESTION 163

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 = 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 166

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