

Exam Questions PMP

Project Management Professional

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NEW QUESTION 1

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

Answer: A

NEW QUESTION 2

A project manager is working on an agile project in a changing business environment. The project sponsor is worried about benefits realization and asks the project manager to pay attention to changes that can affect the product. Which action should the project manager take to identify changes that may affect the product?

- A. Implement face-to-face communication between the team and product owner to change the iteration objectives as needed.
- B. Stop the iteration as soon as possible in case an external change that makes the product invaluable is identified.
- C. Take action to reprioritize the backlog after every iteration to evaluate if user stories are still valuable to the business.
- D. Apply a pair programming technique to react to changes immediately, even in the middle of the interaction.

Answer: C

NEW QUESTION 3

A project team has installed software for the client, passed the knowledge to operations, sent the final report, and celebrated. Then 1 week later, the client sends a list of requirements that have not been met. The client is requesting to fix the issues quickly and within the initial budget. What should the project manager have done to prevent this from happening?

- A. Reviewed the acceptance criteria and obtained client approval.
- B. Allocated a risk budget for any post-release improvements.
- C. Conducted a pilot to understand the client's performance parameters.
- D. Established meetings with the client throughout the project phases.

Answer: A

NEW QUESTION 4

A project manager leads a project that implements a new process throughout the organization. The rollout is done in stages and the project manager planned a demonstration for the pilot business units. A manager from a business unit that is scheduled for a later date asks to be invited to the sprint review. What should the project manager do?

- A. Refer the sprint review request to the project sponsor.
- B. Ask the manager to get an approval from the product owner.
- C. Invite the manager to the scheduled sprint review.
- D. Organize a special demonstration for the manager only.

Answer: D

NEW QUESTION 5

A project scope statement has been approved, and the project manager and core team have been assigned to the project. Suddenly, the project manager takes a temporary leave of absence due to a medical emergency. While the project manager is on leave, the team develops the project schedule. When the project manager returns, a detailed schedule is almost complete. What should the project manager do?

- A. Ensure that the schedule is aligned with the vision and objectives.
- B. Escalate the compliance issue to the project management office (PMO).
- C. Congratulate the team and move on to the execution phase.
- D. Develop a new detailed schedule with the team and project sponsor.

Answer: A

NEW QUESTION 6

During execution of a complex project, the project manager encounters numerous change requests from various teams. These changes may result in the project not meeting its objectives. How should the project manager ensure that these changes are managed effectively?

- A. Include the changes in the backlog and review priorities with the product owner.
- B. Record the changes using the risk register and continue monitoring.
- C. Deny the change requests and keep delivering the project as planned.
- D. Review the project and communications management plan with the main stakeholder.

Answer: A

NEW QUESTION 7

The scope of a project is to replace the street signs within a 10-km radius. The client does not want to sign the project closure report if the radius is not extended

by 1 km, to be aligned with the council's development plan. What should the project manager do?

- A. Delay the approval and ask the project sponsor for additional funding.
- B. Contact the council and ask for their approval to extend the scope of the project.
- C. Initiate a new project and discuss the request because it came in too late.
- D. Obtain formal acceptance for the completed work and submit a change request.

Answer: D

NEW QUESTION 8

A project team has established contracts for purchasing vehicles and construction services. In the middle of project execution, the team learns that the vehicle supplier cannot deliver the vehicles. There is not enough time to find a new supplier without delaying the project.

Which action should the project manager take to procure the vehicles?

- A. Ask the technical team to revise the requirements, even if it requires extra budget.
- B. Arrange a meeting with the client to request additional time to find a new supplier.
- C. Review the existing service contracts to find an option to help procure the vehicles.
- D. Procure the vehicles from another supplier and report the change to the change control board (CCB) later.

Answer: C

NEW QUESTION 9

A project manager for a software development company faces a number of financial risks in their project. The project manager needs to frequently check the strength and efficiency of the risk management process.

What should the project manager use to accomplish this?

- A. Stakeholder register
- B. Brainstorming session
- C. Audit meeting
- D. Assumption log

Answer: C

NEW QUESTION 10

A project team is transitioning from a predictive to an agile approach. The project manager is trying to minimize the support issues that the product has had in production.

One particular pain point is the transition to operations, where the issues usually arise. What should the project manager do to improve this scenario?

- A. Increase the focus on backlog items that cover support requirements, as well as product manuals and operation guides.
- B. Ask the support/operation team to participate in the daily standup meetings to contribute to the project's progress.
- C. Engage the operation teams in the retrospectives and demo sessions and incorporate their feedback on project activities.
- D. Foster stakeholder participation by engaging them early on the backlog discussions.

Answer: B

NEW QUESTION 10

A project to construct an electricity generation plant is on site near a nature reserve. An environmental activist group is questioning the need for the project. The customer has informed the project manager to disregard the group as they are not in support of the project.

What should the project manager do next?

- A. Ask the customer to contact the activist group and let them know the project status and completion date.
- B. Add the activist group to the list of stakeholders and analyze the impact they may have on project delivery.
- C. Obey the directive from the customer since they are funding the project and are the most important stakeholder.
- D. Request the project team disregard all communication from the activist group and continue with their project work.

Answer: B

NEW QUESTION 12

A project manager is preparing to start a new project in which the team members are distributed geographically across different countries. The project manager is using the communications management plan to engage the team members and find a communication method that suits everyone.

How should the project manager continually evaluate the effectiveness of the virtual team's engagement?

- A. Collect feedback from the team to discuss alternatives to enhance the communication.
- B. Conduct individual meetings to create a trusting environment with team members.
- C. Establish periodic face-to-face meetings and address the communication topic.
- D. Hold meetings in accordance with the team members' preferences and availability.

Answer: A

NEW QUESTION 15

A project manager joins a team that is providing a customized enterprise resource planning (ERP) system to a client. A potential design problem is identified by the development team. After reviewing this issue with the project owner and team members, all agreed to revise the design to avoid a system defect when deployed. The design is already approved.

What should be the project manager's next steps?

- A. Inform the client of the problem and follow the change request process.
- B. Amend the design specifications and pass them to the development team for reprogramming.

- C. Make a change request and get formal approval from the project owner.
- D. Conduct a proof of concept to make sure there are no problems in the revised design.

Answer: C

NEW QUESTION 20

A project sponsor insists that the project scope for a new product launch should include two geographical locations. However, after the project scoping session was done, a project charter was completed and approved with one location only. What should the project manager do?

- A. Ask the sponsor to increase the budget and schedule of the project to accommodate the additional scope.
- B. Encourage the sponsor to start another project for the additional location so that the current project is not impacted.
- C. Assess the impact to the scope and submit a change request for approval of the two locations before including them in the scope of the project.
- D. Discuss with the sponsor that the project scope is approved and it is not possible to include two locations as it will affect the budget.

Answer: C

NEW QUESTION 25

A key stakeholder who is highly involved in the project claims that the reports sent by the project team are inadequate. What should the project manager do first?

- A. Ask the project team to review and modify all of these reports.
- B. Ask the sponsor to meet with the stakeholder to diffuse the situation with the reports.
- C. Explain to the stakeholder that these are the approved templates for the reports.
- D. Ensure that the reports comply with the communications management plan.

Answer: D

NEW QUESTION 27

A project manager is leading a strategic and competitive advantage project for a healthcare organization that is in its testing phase. The team has been working on this project for 6 months, and the morale of the team is low due to the schedule. What can the project manager do to motivate the team?

- A. Continue to perform the last phase of the project with the project team as this will benefit the organization and provide a competitive edge.
- B. Talk to the business team about the project phase and the team's commitment, and request a monetary reward for the team.
- C. Speak with the project management office (PMO) and request a 2-week extension of the schedule so the team can have rotational time off.
- D. Meet with the horizontal team managers to recognize the team members and give rewards and promotions upon completion of the project.

Answer: B

NEW QUESTION 30

A project manager leads a development project for a mobile chatting application. One of the experienced developers constantly creates conflicts with the other team members. As a result, the other team members are refusing to work with the developer.

Since the developer is a high

performer, the project goals may be negatively impacted if they leave the team. What should the project manager do in this situation?

- A. Meet with the developer and ask them to be respectful with the other team members and work together as a team.
- B. Meet with the team members and developer individually to understand the situation and build an action plan accordingly.
- C. Collect the team's feedback and send it to human resources (HR) to resolve the conflict.
- D. Arrange a team-building training session and require all of the team members to attend.

Answer: B

NEW QUESTION 34

A project is on its fourth iteration out of six. During iteration planning, a team member informs the project manager that their computer is not working. What should the project manager do next?

- A. Suggest that the team member contact the IT department.
- B. Facilitate a priority resolution of the issue with the IT department.
- C. Update the issue log and escalate the problem to the product owner.
- D. Ask the other team members to step in and do the work.

Answer: B

NEW QUESTION 38

During daily team standup meetings, team members constantly ask about which tasks they should focus on first. How should the project manager ensure the team is fully productive?

- A. Review the project backlog during the team's standup meeting.
- B. Encourage project team members to prioritize the product backlog.
- C. Ensure team members are working according to the project plan.
- D. Work with the product owner to ensure the project backlog is prioritized.

Answer: D

NEW QUESTION 41

A project team's performance is being impacted by impeding internal procedures that are affecting the progress of activities and team autonomy. What should the project manager do first to address this situation?

- A. Try to remove the barriers and empower team members.
- B. Ask the organization to improve the internal procedures.
- C. Train the team members on the organization's procedures.
- D. Discuss the issue in the next sprint review meeting.

Answer: A

NEW QUESTION 42

A credit collection company is implementing new software to assist customer service agents when calling clients for payments. The software will benefit the company by freeing up staff to work on other projects. Several business areas want to take advantage of this benefit. What should the project manager do?

- A. Request all of the business areas to plan for a portion of the benefit equally and include it in their staffing plans.
- B. Set up a stakeholder session with all teams to agree and document the benefits and establish ownership.
- C. Ask the project sponsor for approval to distribute the project benefits equally to the business areas.
- D. Ask the project sponsor to make a decision on who will own the benefit and document the decision.

Answer: B

NEW QUESTION 44

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

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

Answer: B

NEW QUESTION 47

A project manager is part of an organization that is assessing the use of agile delivery approaches. A new project management office (PMO) manager who had a bad experience with a Scrum approach recommended that the project board replace Scrum with a predictive approach. What should the project manager do?

- A. Review the benefits realization plan to include the cost of the change.
- B. Define a project management plan for the new approach, as needed.
- C. Define a risk management plan for the new approach, as needed.
- D. Review the communications management plan to identify new stakeholders.

Answer: A

NEW QUESTION 49

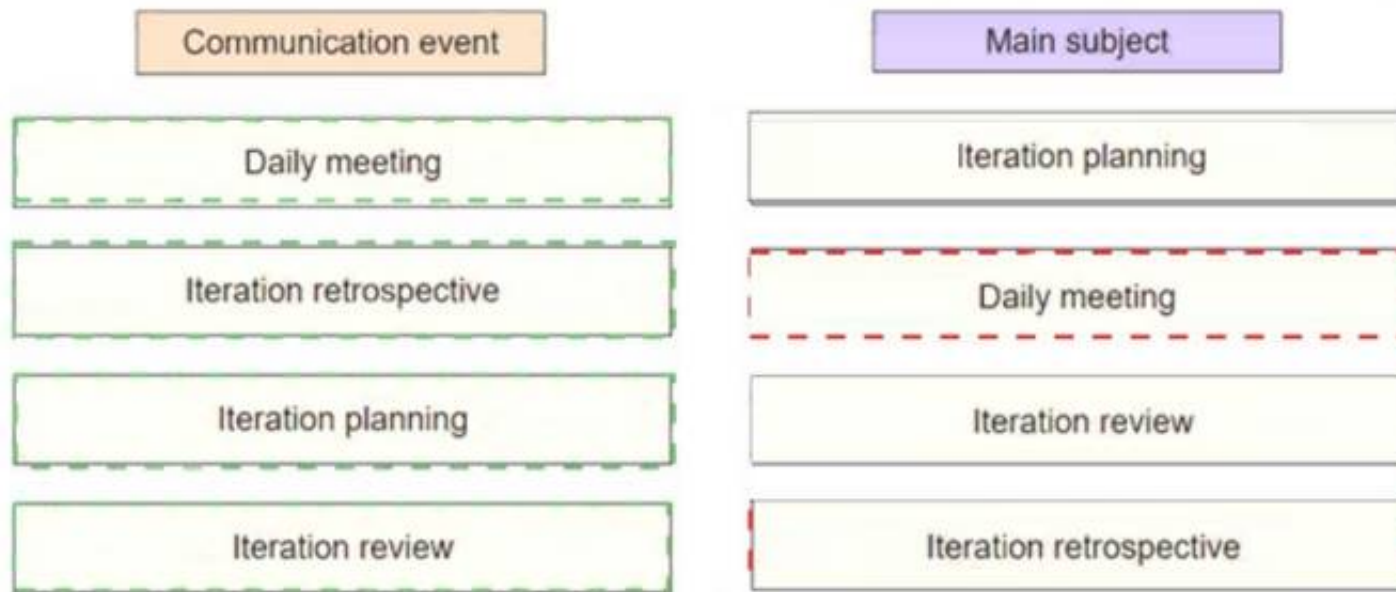
Drag the communication event on the left to the main subject discussed during the event on the right.

Communication event	Main subject
Daily meeting	Goal for this iteration
Iteration retrospective	Development flow
Iteration planning	Backlog items completed or not
Iteration review	Continue, stop, or start actions

- A. Mastered
- B. Not Mastered

Answer: A

Explanation:



NEW QUESTION 52

A project manager is managing a mobile application development project when one of the experienced team members starts missing deadlines. The delays will impact project implementation. What should the project manager do next?

- A. Meet with the team member to understand their concerns and/or issues.
- B. Convene a team meeting to encourage and motivate the entire team.
- C. Assign an additional resource to help the team member with the tasks.
- D. Ask the team member's functional manager if there are any known issues.

Answer: A

NEW QUESTION 54

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

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

Answer: B

NEW QUESTION 58

A project manager is working on a unique project that is dissimilar to the project nature of the organization. The project manager is tailoring the artifacts for this new project. Who should determine which artifacts should be used in the project?

- A. The project sponsor should select the project artifacts that the project manager and project management team should use in the project.
- B. The project manager and project management team should use the standard project artifacts from the database.
- C. The project stakeholders should meet and determine the project artifacts to be used by the project manager and the project management team.
- D. The project manager and the project management team should select the appropriate artifacts for use in the specific project.

Answer: D

NEW QUESTION 62

In the middle of an iteration, an agile team working on the development of a new product was notified that an important team member will leave the project for a few weeks due to some urgent personal issues. What should the project manager do regarding the activities that were the responsibility of this team member?

- A. Reach an agreement with the team on how to handle the situation.
- B. Reach out to the procurement team to hire a substitute for the team member.
- C. Allow senior management to decide how to proceed with the project.
- D. Convince the team member not to leave until the project is completed.

Answer: B

NEW QUESTION 66

In a frequently changing project, the project manager discovers a customer requirement change during a daily meeting. What should the project manager do?

- A. Validate the requirement change with the product owner and development team before redefining the scope.
- B. Tell the customer that the requirement change will be put into the next project phase if management approves.
- C. Escalate to management for approval since the change was not included in the original requirements.
- D. Give the change to the scrum master to investigate how much additional effort the change will require.

Answer: A

NEW QUESTION 70

A team has developed and tested new software to control airplanes during flights. There are several regulatory requirements that must be met. What should the project manager do to meet these requirements?

- A. Determine potential threats regarding compliance with the regulations.
- B. Ask human resources (HR) to assign a compliance specialist to the team.
- C. Validate that the software is compliant with standards and regulations.
- D. Measure the extent to which the project complies with the regulations.

Answer: A

NEW QUESTION 74

A project manager is leading a global project with resources spread out in different locations. The stakeholders have different interpretations of the requirements. The project manager is concerned about scope creep. Which action should the project manager take to control the scope?

- A. Ensure that all key stakeholders agree to the project deliverables and there will be no need for changes.
- B. Accept only those changes to requirements that provide additional value to the project.
- C. Reject all changes that will increase the budget or increase the time line of the project.
- D. Accept only those changes that are approved by the change control board (CCB) prior to being implemented.

Answer: D

NEW QUESTION 78

A project team is executing a megaproject, and several contract requirements have been identified. In the planning phase, the project team agreed that a contract would be required 3 months prior to the project's finish date. During project execution, it was determined that the contract was required immediately. What should project manager do?

- A. Seek management's approval for executing the contract earlier than planned.
- B. Request the team to initiate a change request to execute the contract.
- C. Support the team's request and allow for early contract execution.
- D. Challenge the project team to identify the reasons for early contract execution.

Answer: B

NEW QUESTION 81

A project manager is assigned to a global project with dispersed team members. Previously, when working with remote teams, the project manager observed that team members do not tend to produce quality work.

What should the project manager do to ensure the project is completed on time with quality?

- A. Encourage the team to participate in a peer evaluation activity by the end of the project.
- B. Introduce the use of time sheets and ask team members to review and submit them regularly.
- C. Arrange regular team meetings for the team to update one another on the progress of their assigned tasks.
- D. Meet with the team together and in one-on-one meetings to set clear, shared targets.

Answer: C

NEW QUESTION 84

An organization is using a hybrid delivery approach for a business project. The product owner, the person who was also managing the project, was promoted to a more senior role. A new project lead has joined the project.

Which artifact should the project lead use to ensure that the project benefits have been identified?

- A. Solution architecture
- B. Product backlog
- C. Statement of work (SOW)
- D. Business case

Answer: D

NEW QUESTION 89

A project manager noticed that the functional manager is not cooperating with staff assignment schedules and is always finding excuses not to release the requested staff.

What should the project manager do first?

- A. Ask the leadership team for help obtaining the needed staff.
- B. Check with human resources (HR) regarding the availability of staff.
- C. Have a direct talk with the functional manager to understand the reasons behind their attitude.
- D. Evaluate the impact caused by the delay of forming the team and confront the functional manager.

Answer: C

NEW QUESTION 90

During a kick-off meeting, the project manager notices that one of the stakeholders responsible for providing key information to the team has a low level of participation. This stakeholder believes that there will be no benefit from implementing the project. The project manager realizes that this could be a high risk for the project.

Which action should the project manager take?

- A. Facilitate a supportive level of engagement for this stakeholder.

- B. Ask the project sponsor for advice as it might be possible to work with another stakeholder.
- C. Perform a qualitative risk analysis using a probability and impact matrix.
- D. Ensure the key information is accurate and monitor the situation as the project progresses.

Answer: A

NEW QUESTION 95

A project team consisting of various professionals of different nationalities is struggling to achieve their project deliverables. What should the project manager do?

- A. Provide the team with support to solve their own problems.
- B. Inform the project sponsor and train the entire team.
- C. Ask the human resources (HR) department to conduct performance training.
- D. Ask the functional department manager to replace the team members.

Answer: A

NEW QUESTION 99

Project stakeholders are engaged in a discussion on how to achieve the best user experience in the design of a new application. The agile team is divided on the approach. The conflict is more of a collective disagreement than an outright conflict. What should the project manager do next?

- A. Apply appropriate conflict resolution techniques to solve the issue.
- B. Call a team meeting to have a formal discussion of the issue.
- C. Allow the team to work through it on their own unless help is needed.
- D. Engage in individual conversation with each team member.

Answer: A

NEW QUESTION 103

In a frequently changing project, the project manager discovers a customer requirement change during a daily meeting. What should the project manager do?

- A. Give the change to the scrum master to investigate how much additional effort the change will require.
- B. Tell the customer that the requirement change will be put into the next project phase if management approves.
- C. Validate the requirement change with the product owner and development team before redefining the scope.
- D. Escalate to management for approval since the change was not included in the original requirements.

Answer: C

NEW QUESTION 104

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. Business value
- D. Estimation accuracy

Answer: C

NEW QUESTION 106

A mid-size capital project has shared resources from the company's contract department. During the execution phase, the project team observed a delay in contracting. After communicating with the contract department, the project manager found the contract team is prioritizing other contracting jobs because they are not part of the project team. What should the project manager do first in this situation?

- A. Report the issue to higher management and seek their direct involvement to complete the job from the contract department.
- B. Arrange a meeting with the contract department to build trust and commitment by recognizing their critical support to the project.
- C. Arrange several meetings with the contract department and ask them to contract the project as it is critical for project success.
- D. Communicate with the contract manager to commit a budget for the resources required for project execution.

Answer: B

NEW QUESTION 110

A project manager is managing a project with team members who are working all over the globe. The project manager notices that each team member's deliverables do not meet the requirements. What should the project manager do first?

- A. Assemble the project team via conference call to tell them that disciplinary action will be taken if any more noncompliant deliverables are submitted.
- B. Discuss the process used to create the noncompliant deliverables with the project team to see if there was a potential misunderstanding.
- C. Schedule time with the project sponsor to inform them that the project schedule is slipping due to the time it will take to rework the deliverables.
- D. Meet with the project team to explain that noncompliant deliverables must be reworked and submitted immediately to avoid project delays.

Answer: B

NEW QUESTION 111

Knowledge sharing has been a key priority for a complex technological project with a large number of team members. During the project execution phase, the

project manager receives numerous complaints from all team members that they are overloaded with knowledge-sharing emails, which contain useful information but are unmanageable due to the high volume. What should the project manager do to solve this problem?

- A. Establish an unofficial communications method for the team to share knowledge and lessons learned.
- B. Establish a pull communications method to access knowledge repositories and lessons learned.
- C. Establish an interactive communications method between stakeholders to share knowledge and lessons learned.
- D. Establish a push communications method for the team to share knowledge and lessons learned.

Answer: B

NEW QUESTION 113

An agile project for a database migration impacts nearly all business units of the corporation. Every effort has been made to complete the migration before the end-of-support date for the database platform. A new impediment now implies the need to continue use of the old platform another year at a higher support price. What should the product owner do about this situation?

- A. Reprioritize the backlog based on value and cost of delay divided by duration.
- B. Switch to a predictive approach to prevent any further delays to completion.
- C. Reprioritize the backlog based on story size and competence availability.
- D. Remove low-value items from the backlog to compensate for the higher cost.

Answer: D

NEW QUESTION 118

A project manager is newly appointed to lead a project team that will be working remotely. The project manager decided to use a set of tools that worked well for previous projects. However, a few team members are not happy with this plan. What should the project manager have done to avoid this?

- A. Asked the project sponsor for approval to purchase the newest collaboration tool on the market.
- B. Met with the project team to determine their collaboration needs and identified tools that will work best.
- C. Allowed the project team members to use the tools that will work best for them for this project.
- D. Delegated the responsibility of selecting the collaboration tools to the project's technical lead.

Answer: B

NEW QUESTION 119

A consultancy firm is finally selected and contracted for a project following an extensive and competitive procurement process. A few months into project execution, the client asks the project manager why the consultant is contracted for only 18 months instead of the full 32-month-long project. The project manager will need to carry out an unplanned second bidding process to ensure services are in place until the end of the project. What should the project manager have done to prevent this?

- A. Developed a detailed, phased procurement management plan including all activities required and had the client approve it.
- B. Included the client in all negotiation phases with the consultancy to obtain their advanced approval before signing the contract.
- C. Prepared and negotiated a second contract with the consultancy firm for the remaining 14 months after the first contract signature.
- D. Agreed beforehand with the client on the frequency of reporting on the status of the procurement activities within the project.

Answer: A

NEW QUESTION 121

A project is comprised of team members who are not engaged and committed to project success. What should the project manager do to address this situation?

- A. Accept the situation knowing there is schedule slack available to release on an incremental basis when necessary.
- B. Call each team member to gain their perspective on the problem, then bring the whole team together to discuss a solution.
- C. Send each team member a direct email indicating that disciplinary action is likely if they do not change their attitude.
- D. Contact the project sponsor to request approval to release the current team and hire replacement personnel.

Answer: B

NEW QUESTION 126

While monitoring a project at a work site, the project manager notices that the site team's work breaks have increased by a few minutes every week. How should the project manager approach this?

- A. Reduce payment to the workers due to their extended breaks.
- B. Issue a formal written warning to all hourly workers for their break tardiness.
- C. Have a meeting with the team to discuss the issue and propose solutions.
- D. Dismiss some of the workers for failing to adhere to the break policy.

Answer: C

NEW QUESTION 131

A hospital is running a project for one of their internal critical systems to manage billing patient data and record management along with consultation reports and input from physicians. The project manager now needs to categorize the identified risks. Drag each risk type on the left to its correct example on the right.

Type of Risk	Example
Technical risk	Availability of resources for the documentation and user manual preparation needs as this was not originally planned to be taken up by the project team
Commercial risk	Availability of the output formats of the files to interface with the data and record management systems on time as they are not available with the project manager
Management risk	The interfaces to medical devices require support from vendors
External risk	Needs regulatory compliance and clearance standards for incorporation into the system

- A. Mastered
 B. Not Mastered

Answer: A

Explanation:

Type of Risk	Example
Technical risk	Management risk
Commercial risk	Technical risk
Management risk	External risk
External risk	Commercial risk

NEW QUESTION 132

Midway through the execution of an agile project, there is a shift in the strategic objectives at the organization level to promote digital transformation. What should the project manager do next?

- A. Prepare a user story to handle the change and assign it to the next iteration.
 B. Escalate to the product owner and cancel the upcoming iterations.
 C. Update the risk-prioritized backlog with the strategic change.
 D. Schedule a meeting with the team to assess the impact of the change.

Answer: D

NEW QUESTION 136

A project manager is leading a technically complex project. The project is part of a strategic program of work and the first to use an agile approach. One of the board members is interested in attending a meeting to see how the delivery of the project scope is progressing.

What should the project lead do?

- A. Invite the board member to the next daily standup.
- B. Invite the board member to the next sprint retrospective.
- C. Invite the board member to a separate demo.
- D. Invite the board member to the next sprint review.

Answer: D

NEW QUESTION 137

A startup company has just appointed a CEO that has no prior project experience. The CEO wants to execute projects with their own resources and has appointed a project manager.

What should the project manager recommend that the CEO do first?

- A. Create a framework to justify project execution.
- B. Utilize an agile approach for all upcoming projects.
- C. Create a framework to support project success.
- D. Utilize a predictive approach for all upcoming projects.

Answer: C

NEW QUESTION 138

Drag the items on left side to the matching term within the correct project approach on the right side.

	Predictive
are controlled as requirements and constraints emerge	Requirements
are elaborated frequently during delivery	Changes
are continuously involved	Risk and Cost
are controlled by detailed planning	Key Stakeholders

	Agile
are defined up-front before development team begins	Requirements
are constrained as much as possible	Changes
are incorporated in real-time during delivery	Risk and Cost
are involved at specific milestones	Key Stakeholders

- A. Mastered
- B. Not Mastered

Answer: A

Explanation:

Graphical user interface, application Description automatically generated

NEW QUESTION 142

A protect team is working remotely on a solution The client wants the solution as soon as possible and is uncomfortable because the team members are not colocated In addition the client expressed concerns about the understanding of the project context and the team's decision-making process What should the project manager do?

- A. Update the communications management plan to satisfy the client's request
- B. Request the client to attend the daily meetings with the project team
- C. Encourage the client to interact with the protect collaboration platform
- D. Ask the product owner to frequently communicate with the stakeholders

Answer: C

NEW QUESTION 143

An agile project manager notices that one of the team members is developing extensive knowledge in a specific matter. Other team members are likely to require this knowledge in the future.

What should the agile project manager do?

- A. Ask the team member to develop more expertise and become a subject matter expert (SME).
- B. Ask the team member to provide a training session for the rest of the team.
- C. Ask the team member to produce a lessons learned document and share it with the team.
- D. Ask the team member to record highlights the team may want to know.

Answer: C

NEW QUESTION 145

How can agile measurements improve upon predictive measurements in cases where the final 10% of a project takes longer than planned?

- A. By scheduling iterative meetings with the product owner to improve project tracking
- B. By focusing on the delivery of incremental working products to the customer
- C. By reviewing burnup charts to determine the effort required against estimated earned value
- D. By conducting daily standups to more accurately track project deliverables

Answer: C

NEW QUESTION 146

A project manager assigned team members to work in pairs on a large amount of technical reports. At times, the project manager noticed that important information was not shared properly among the team. This has caused delivery delays and, ultimately, the failure to complete the project.

What is the root cause of this issue?

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

Answer: D

NEW QUESTION 148

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

Answer: D

NEW QUESTION 150

A project manager analyzes the cumulative flow chart and identifies a bottleneck in the testing activities from a self-organizing team. After discussing it with the team, a gap related to testing skills is identified.

What should the project manager do to address the issue?

- A. Onboard a new project team member who has testing skills.
- B. Provide training to the entire team so they all will be able to perform tests.
- C. Support the team to identify an approach to resolve the problem.
- D. Ask the development team to slow down so the testers can catch up.

Answer: C

NEW QUESTION 152

A project manager is leading a project which shows a trend to exceed the cost baseline. What should the project manager do first to manage the budget?

- A. Meet with the project team to analyze the actual cost to determine deviations.
- B. Inform the stakeholders that the project will be finished over budget.
- C. Issue a change request including the analysis to increase the budget.
- D. Ask the project sponsor for assistance in getting the budget back on track.

Answer: A

NEW QUESTION 154

A new file vault system vendor is being considered by a project sponsor who has supported several projects over the previous year. What should the project manager review to assist the sponsor on the decision?

- A. Lessons learned database
- B. Procurement strategy
- C. Vendor's website
- D. Appropriate financial regulations

Answer: A

NEW QUESTION 155

A development team is struggling to find design documentation for the upcoming sprint. Prior to leaving for vacation, the product owner communicated that the documentation had been uploaded to the project file repository. What should the project manager do to address this issue?

- A. Assign a team member to manage project artifacts.
- B. Audit the effectiveness of the management of project artifacts.
- C. Improve email communication protocols to manage project artifacts.
- D. Investigate new software tools used to manage project artifacts.

Answer: B

NEW QUESTION 157

A project manager manages a bridge construction project. The project manager has received a major change request from a regulatory stakeholder to add one branch of the bridge to the engineering design. The project manager prepared a change request, which was reviewed and accepted by the change control board (CCB).

What should the project manager do now?

- A. Communicate the decision to the stakeholder who requested the change.
- B. Evaluate the adjustments to the project management plan.
- C. Notify the project team about the change request's approval.
- D. Include the new branch of the bridge in the design.

Answer: B

NEW QUESTION 160

A project manager in a matrix organization has been assigned to a system solution project with tight time lines. There are two resources assigned as part of the solution team: one who is experienced and one who is new. During development, the project manager notices that the resources disagree on the solution approach.

What should the project manager do next to deliver a reliable solution?

- A. Meet with the resources and agree that the more experienced resource's approach has proven to be effective in the past.
- B. Meet with each resource's functional manager and arrive at a common approach that is appropriate for the project's constraints.
- C. Meet with the entire project team and decide on a further course of action based on team consensus.
- D. Meet with the resources together and find common ground on viewpoints to compromise on an approach.

Answer: C

NEW QUESTION 163

An agile team has released the second version of its product, but the feedback is that the software has many bugs that compromise the user experience. What should the project manager do?

- A. Facilitate the next retrospective meeting, focusing the team on analyzing root causes and proposing solutions.
- B. Closely evaluate the skill set of the team, looking for technical gaps that need to be filled in order to improve quality.
- C. Hire an external consultancy firm to focus on testing and quality control to avoid the issue in the future.
- D. Propose an internal program that offers incentives for the team members who find and fix bugs.

Answer: A

NEW QUESTION 168

A project manager holds periodic progress review meetings to discuss issues. What should the project manager do first on the agenda?

- A. Produce lessons learned documentation.
- B. Elaborate the risk mitigation strategy and risk register.
- C. Formulate project management plan integration.
- D. Update resolution approaches and action assignments.

Answer: D

NEW QUESTION 169

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. Incremental
- C. Agile
- D. Phased

Answer: A

NEW QUESTION 172

A team member who is working on a critical project deliverable reported that their computer is not working. The IT department says that due to a high workload, they will not be able to provide assistance for 1 week.

How should the project manager address this situation?

- A. Ask the team member to find an innovative solution or workaround to overcome the issue and avoid project delays.

- B. Schedule a meeting with the project sponsor to request a budget to buy or rent a new computer.
- C. Explore options with the IT department to expedite the necessary repairs based on criticality of the project.
- D. Use project reserves to buy new equipment to avoid an impact to the critical path of the project.

Answer: C

NEW QUESTION 173

A project manager is assigned to a multiyear project. During project execution, the customer delegates a new representative who contacts the project manager directly with a concern about their participation in status meetings. The representative wants to contact team members directly. What should the project manager do next?

- A. Send the new representative the approved project management and communications management plans.
- B. Reach out to the customer directly for assistance in incorporating the new representative into the project management plan.
- C. Meet with the project sponsor to discuss how to incorporate the new representative in the project.
- D. Meet with the new representative to determine their understanding of the project and address their concerns.

Answer: D

NEW QUESTION 177

A project manager is using an agile approach. During the sprint planning meeting, the product owner flagged a backlog item as high business value and easy to implement. However, the other team members identified a high dependency between this item and another item that is flagged as low business value and high complexity. What should the project manager do to support the backlog prioritization?

- A. Prioritize the item flagged as high business value and low complexity for this sprint.
- B. Support the team to move both items to the next sprint when the team will know more.
- C. Facilitate the discussion until the team reaches an agreement about the two items.
- D. Prioritize the item flagged as a dependency with low business value and high complexity.

Answer: C

NEW QUESTION 182

A member of the project team always extends discussion topics, taking more time than necessary during project team meetings. Other team members feel this member is not being considerate of their time. What should the project manager do?

- A. Explain to the team that open discussions are needed but remind the team to follow the ground rules.
- B. Ask this member to only discuss the current topic to achieve team efficiency.
- C. Ask the team to accept the input from this particular member as their input may be useful.
- D. Allow the self-organized team to discuss the situation among themselves and come to a resolution.

Answer: A

NEW QUESTION 184

An experienced project manager is overseeing a merger and acquisition project. The project manager reacted differently to different threats identified on the project. Drag the mitigation strategy on the left to the project manager's actions on the right.

Mitigation Strategies	Project Manager's Actions
Mitigate	The project manager studied the threat and found it is out of their authority and scope.
Accept	The project manager analyzed the threat, took action to reduce the probability of occurrence, and conducted some additional tests.
Avoid	The project manager identified the threat and decided to review it periodically rather than take action.
Escalate	The project manager identified the threat, discussed it with the sponsor, and bought an insurance plan to handle it.
Transfer	The project manager determined the threat was severe and acted promptly to handle this risk by changing project strategies and reducing project scope.

- A. Mastered
- B. Not Mastered

Answer: A

Explanation:

A picture containing chart Description automatically generated

NEW QUESTION 185

A project team is performing a post-release evaluation of a product that requires detailed feedback from seven stakeholders. Six of the stakeholders have promptly provided feedback. One of them has not provided any feedback despite numerous requests from the team. What should the project manager do in this situation?

- A. Schedule a meeting with the reluctant project stakeholder to obtain their feedback.
- B. Meet with all seven of the project stakeholders and request all of their feedback.
- C. Explain to the sponsor why the reluctant stakeholder needs to provide feedback.
- D. Host a meeting with the reluctant stakeholder and project team to resolve any conflict.

Answer: D

NEW QUESTION 189

A project manager is working on a large IT project. During a review for one of the deliverables, a stakeholder raised a concern about the final product. What should the project manager do first?

- A. Set up a meeting with the product owner to discuss the stakeholder's concern.
- B. Discuss this with the team and review the project requirements documentation.
- C. Set up a meeting with the sponsor to discuss the details of the deliverable.
- D. Discuss this with the team and put the stakeholder's concern in the issue log.

Answer: A

NEW QUESTION 194

An agile project will be delivered to a client based on a fixed price in cryptocurrency. Due to the volatility of cryptocurrency, both parties have agreed to adjust the scope to the value of the cryptocurrency at the end of every iteration and halt the project when the agreed price is reached. Which approach should be used in this situation?

- A. A flow-based approach starting with the smallest stories.
- B. An iterative approach starting with the highest value epic.
- C. A predictive approach with short phases.
- D. An incremental approach with a minimum viable product (MVP).

Answer: B

NEW QUESTION 199

A project manager is part of an organization that is assessing the use of agile delivery approaches. A new project management office (PMO) manager who had a bad experience with a Scrum approach recommended that the project board replace Scrum with a predictive approach. What should the project manager do?

- A. Review the benefits realization plan to include the cost of the change.
- B. Define a project management plan for the new approach, as needed.
- C. Define a risk management plan for the new approach, as needed.
- D. Review the communications management plan to identify new stakeholders.

Answer: A

NEW QUESTION 202

An organization is initiating a project that will be using new technology. The complexity of the project requires excellent technical skills. After reviewing the proposed project management plan, the project sponsor asks for options to reduce the labor cost without introducing risk to the project delivery. What should the project manager do first?

- A. Review the risk register and assign functional managers as resources.
- B. Analyze the resource pool and assign internal resources who participated in past projects.
- C. Perform an analysis of the key cost drivers and present alternatives.
- D. Review the work breakdown structure (WBS) to ensure there are adequate resources.

Answer: C

NEW QUESTION 204

Contract terms used during the tender phase for a new power-generation facility must be revised before signing with the successful bidder because the terms of the tender have been amended to accommodate the new financial regulations on company tax. Which approach should the project manager take to implement this amendment?

- A. Sign the contract as per the original terms but allow the successful bidder to submit a new contract price.
- B. Amend the contract terms and sign a revised contract with the successful bidder.
- C. Retender the entire scope because the terms of the contract have changed significantly.
- D. Discuss the new terms with the successful bidder to assess its impact on the contract price.

Answer: B

NEW QUESTION 208

A project manager receives a suggestion from a team member for improving the product attributes without impacting the schedule or cost. This will add value to the project and the customer.

What should the project manager do?

- A. Ask the team member to submit a formal change request.
- B. Accept the suggestion as it has no impact on the project.
- C. Ask another team member to validate the impacts of the suggestion.
- D. Reject the suggestion and ask the team member to focus on executing the plan.

Answer: A

NEW QUESTION 212

A project manager is working on a complex project with a high degree of change. What strategy should the project manager use to ensure a successful project completion?

- A. Update the project management plan to reduce the possibility of scope creep.
- B. Schedule a regular risk review with the project management team.
- C. Increase the active engagement and participation of key stakeholders.
- D. Create a project change roadmap to keep track of all unforeseen changes.

Answer: C

NEW QUESTION 213

A company's key product is evolving and requires the use of a new technology. No one on the team is familiar with this technology; however, experienced developers on the team volunteered to study the concepts and application and believe they will be able to take full responsibility for the new technology.

What should the project manager do?

- A. Descope this requirement as the developers have more important tasks.
- B. Support the developers with their intention to learn the new technology.
- C. Hire externally since the internal developers already have assigned work.
- D. Outsource the technology work to a third party so as not to delay work.

Answer: B

NEW QUESTION 217

An agile project has a broad set of product features intended for different user profiles and usages. It is difficult to define common acceptance criteria that can apply to all the features.

How can the project manager ensure that the appropriate acceptance criteria are applied to the features?

- A. Define the acceptance criteria and specific functional test cases only after analyzing the user feedback from testing the early feature release.
- B. Integrate the acceptance criteria review into the definition of ready (DoR) for each feature and associated tests into the feature's definition of done (DoD).
- C. Use the broadest set of acceptance criteria to ensure that all features have a common quality baseline and associated functional test cases.
- D. Integrate the specific tests into the definition of ready (DoR) for each feature and the acceptance criteria into the feature's definition of done (DoD).

Answer: B

NEW QUESTION 222

A project is 70% complete when the project sponsor requests an additional deliverable. What should the project manager do first?

- A. Reject the request as being too late and leading to major scope creep.
- B. Submit the request to the change control board (CCB) for a decision.
- C. Negotiate with the project sponsor on the possible alternatives.
- D. Determine the possible impact of this change on all aspects of the project.

Answer: D

NEW QUESTION 227

A project charter has been approved and the project manager has been assigned to the project. The project manager is currently working with the project team to subdivide the project work packages.

What is the project manager doing?

- A. Network diagram
- B. Decomposition
- C. Work breakdown structure (WBS)
- D. Resource leveling

Answer: B

NEW QUESTION 232

A large multi-national company works on a project in an emerging-economy country. All business matters are conducted in local currency. During the course of the project, the budget becomes the primary concern due to currency instability in the country. What should the project manager do next?

- A. Evaluate the situation with the team
- B. Escalate the risk to the project sponsor
- C. Use the project's contingency reserve
- D. Ask for additional budget from the client

Answer: C

NEW QUESTION 233

A company must implement a new regulation. The government has specified the date when the regulation will be enforced but has only provided high-level information on the regulation's requirements. Therefore, changes in definitions are to be expected due to uncertainty. Which life cycle should the project manager use for this project?

- A. A predictive execution strategy
- B. A hybrid execution strategy
- C. An iterative execution strategy
- D. An agile execution strategy

Answer: D

NEW QUESTION 238

During the execution of a project, an experienced team member informs the project manager that they cannot take part in all of the scheduled project activities due to a conflicting operational schedule. What should the project manager do?

- A. Replace the team member with another available resource on the team.
- B. Discuss the situation with the team member's functional manager to see if the schedule can be adjusted.
- C. Check with the project management office (PMO) on the available resources to complete the activities.
- D. Encourage the team member to prioritize scheduled project activities.

Answer: B

NEW QUESTION 239

A project manager has just been appointed to a project that has two major deliverables. Both deliverables have the same level of priority and are to be delivered at the same time. The members of the team are complaining about the lack of information regarding which deliverable needs to be finished first. What should the project manager do?

- A. Ask key stakeholders to cancel the project due to the difficulty of executing both deliverables at the same time.
- B. Ask the team to start working on the easiest deliverable first so they gain experience to execute the second deliverable.
- C. Meet with the project sponsor and key stakeholders to assess each deliverable's value to the organization and set execution priorities.
- D. Require that the project team execute both deliverables at the same time, since this was requested and approved in the project charter.

Answer: C

NEW QUESTION 244

A project manager is in the process of closing out a project and has been asked by the project management office (PMO) to confirm that the transfer of knowledge to the operations team for support operations has been successfully completed. Which technique should the project manager apply to verify the knowledge transfer?

- A. Brainstorming
- B. Meetings
- C. Regression analysis
- D. Expert judgment

Answer: B

NEW QUESTION 245

A project schedule risk has turned into an issue. The project manager foresees delays in project execution. What should the project manager do to resolve the issue?

- A. Update the risk management plan and send it to the project team.
- B. Update the schedule baseline to the new project time line.
- C. Escalate the issue to senior leadership for resolution.
- D. Work with relevant stakeholders to determine possible solutions.

Answer: C

NEW QUESTION 246

An organization is transitioning to agile delivery, and a new team has been assembled. A project is not going well because the variation of the team velocity is very high and every sprint delivers less than committed. A new project lead with a strong technical background has been assigned to the project. What should the project lead do?

- A. Ask that estimations be provided only by senior developers.
- B. Allocate more time for estimation in the sprint planning.
- C. Review and update the estimations in the daily standup.
- D. Recommend a different estimation method in the retrospective.

Answer: B

NEW QUESTION 251

After conducting a performance assessment, the project manager identified that some gaps still exist. What should the project manager ensure?

- A. Assessment results are kept private and not shared among team members.
- B. Performance improvement programs are organized for all team members who were assessed.
- C. All team members rotate their job schedules immediately to make them versatile.
- D. Awards are given to all team members for playing a role in the project and undertaking the assessment.

Answer: B

NEW QUESTION 252

A production team will soon begin their first agile project. No one in the team or management has agile knowledge. The training manager can only fund three enrollments.

Match the team role on the left to the correct training course on the right. (Use all three of the team roles.)

Team Role	
Development Team	Business Analysis in Practice
Product Owner	
Scrum Master	
	Servant Leadership

- A. Mastered
- B. Not Mastered

Answer: A

Explanation:

Team Role	
Development Team	Business Analysis in Practice
Product Owner	
Scrum Master	
	Servant Leadership

NEW QUESTION 254

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

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

Answer: D

NEW QUESTION 258

A project manager is assigned to a building construction project. The project manager has taken an agile course and wants to use agile practices in the project. What should the project manager do?

- A. Hire a consultant to provide a second opinion about whether agile can be applied to a construction project.
- B. Choose the agile practices that can be implemented in this type of construction project and apply them.
- C. Review the stages of the project to allocate additional budget for agile resources.
- D. Assign a scrum master to the project to implement agile practices in the project.

Answer: B

NEW QUESTION 263

A new major road project is starting, and the contractor has contractually committed to submitting regular status reports and participating in integration meetings. Halfway through the project life cycle, the contractor stops participating in meetings and submitting reports, stating these items consume too much time. What should the project manager do first?

- A. Assess the risk of the contractor not attending meetings and submitting reports for the rest of the project and escalate it to the project sponsor.
- B. Submit a claim for not fulfilling the contract terms and handle the claim in accordance with the alternative dispute resolution.
- C. Remind the contractor that they committed to attending meetings and submitting reports per the contract.
- D. Speak with the company's lawyer and request that they demand the contractor fulfill their contractual commitments.

Answer: C

NEW QUESTION 267

A project manager assigned to an education project needs to train a workforce in application development. The customer is responsible for providing the training center, and the deadline to start the first training is in 2 weeks. The customer calls to say that the center will not be available in 2 weeks due to some unforeseen problems. What should the project manager do next?

- A. Apply the terms and conditions of the contract with penalties.
- B. Issue a change request to reflect the anticipated date for training.
- C. Help the customer find an alternative location to start the training.
- D. Update the project schedule with the new date for training.

Answer: B

NEW QUESTION 271

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



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

Answer: B

NEW QUESTION 272

A project is starting its second iteration out of six. During the daily meeting, a team member asks for help. In order to finish a deliverable, an approval from the design department will be needed. What should the project manager do?

- A. Meet with the design manager to ask for the necessary approval.
- B. Invite a design team member to the next daily meeting.
- C. Update the issue log and escalate it to the project sponsor.
- D. Replace this iteration deliverable for one without any blockers.

Answer: A

NEW QUESTION 274

During the service procurement process for a strategic project, only one bidder submitted a bid. The price of the offer is significantly large and the project sponsor is not convinced that the return on investment (ROI) can be achieved. How should the project manager address this issue?

- A. Re-visit the project charter and seek other alternatives.
- B. Proceed and issue the purchase order as this project is important.
- C. Speak with the CEO and ask for their support to approve the offer.
- D. Analyze the bounds of negotiations for project agreements.

Answer: A

NEW QUESTION 276

An agile facilitator has gathered a team for a new project. This team and facilitator have not yet worked on a project together. How should the facilitator proceed?

- A. Schedule a release planning session.
- B. Set up a lessons learned session from a similar project.
- C. Conduct a product roadmap session with the team.
- D. Hold a team charter discussion.

Answer: C

NEW QUESTION 279

A project manager received a request to add features and functions to the project after the scope had already been established. What should the project manager do?

- A. Follow the requirements management process.
- B. Follow the stakeholder engagement process.
- C. Follow the risk management process.
- D. Follow the change management process.

Answer: D

NEW QUESTION 284

A large construction project is progressing well as per the project objectives. The project manager would like to report the project's value to the project sponsor and seek the next phase of funding closure. What should the project manager do?

- A. Ensure a measurement system is in place like earned value analysis (EVA) to track project value for the project sponsor.
- B. Submit a detailed report on the cost budget v
- C. the cost actuals as the project sponsor will want to know more about finances.
- D. Create a detailed project report on successes and challenges for the project sponsor.
- E. Arrange a site visit to show the project sponsor the construction progress in person.

Answer: C

NEW QUESTION 288

A project manager is tasked with developing a coaching model to support and recognize team members' growth. What should the project manager consider when defining their coaching strategy?

- A. Established patterns of communication
- B. Organization's strategic goals
- C. Individual and personal objectives
- D. Project team's shared objectives

Answer: D

NEW QUESTION 292

In a financial company, a strategic project has been planned to use a predictive approach. During project planning, the product leader requests that milestones be submitted for review. There is a defined scope and an established deadline to conclude the project. What should the project manager do first to meet the product leader's expectations?

- A. Change the project charter to indicate that the approach will be different.
- B. Inform the product leader that they must wait until the end of the project.
- C. Meet with the software team to review the possibility of monthly milestone reviews.
- D. Modify the project management plan to use an agile framework to incorporate milestones.

Answer: C

NEW QUESTION 297

A state-of-the-art product was delivered at the end of a project life cycle. However, the customer claims the product was not designed to specifications. What should the project manager have done to avoid this issue?

- A. The customer's requirements should have been captured in order to meet the customer's standards.
- B. The iteration review planning meeting should have been planned accordingly.
- C. The sprint retrospective meeting should have included necessary stakeholders.
- D. The customer's requirements should have been captured and modified to meet the supplier's standards.

Answer: A

NEW QUESTION 299

An organization is embarking on the deployment of a new digital solution that will revolutionize purchasing services. The project manager has created all the necessary plans and activities to ensure a successful integration and solution launch. There is a risk of a partner's system being unavailable which could impact the project negatively.

What key activity is needed to ensure the project's success?

- A. Eliminate the risk by mandating the partner to change the system settings to facilitate an easier integration with the new solution.
- B. Continuously monitor the risk of the partner system's unavailability, and put the proper resolution plans in place in case the risk materializes into an actual issue.
- C. Communicate to the project stakeholders that full integration may not be possible and that the project will potentially be delayed as a result.
- D. Mitigate the risk by developing alternative plans to make the solution ready and available without full integration capabilities.

Answer: B

NEW QUESTION 304

A hybrid project has just deployed, and the project manager is planning project closure with lessons learned workshops. A key stakeholder informs the project manager that having the Scrum team in the workshops is a waste of time because the project was delivered successfully.

What should the project manager do?

- A. Ask the Scrum team members to share retrospectives.
- B. Ask the scrum master to attend the workshops.
- C. Invite the Scrum team members as optional participants.
- D. Invite the Scrum team members as mandatory participants.

Answer: A

NEW QUESTION 307

A project manager is assigned to a new project. The project is for a new product that the company wants to launch as soon as possible to test market readiness. The project is part of a large business transformation, and the objective is to open delivery channels for the new product.

Which delivery approach should the project manager recommend?

- A. An adaptive approach with clearly defined user stories.
- B. A predictive approach with an experienced project team.
- C. A predictive approach with clear acceptance criteria.
- D. An adaptive approach with loosely defined large epics.

Answer: A

NEW QUESTION 308

A project manager finds it challenging to comply with standardized processes for knowledge transfer. The project teams and stakeholders are scattered around field sites, the office, and remote locations. In addition, some team members have limited access to the electronically shared files.

How should the project manager manage this challenge?

- A. Request changes in the processes since it is not suitable for the company environment.
- B. Communicate a strong message to the team explaining the importance of knowledge transfer.
- C. Study the environment and the available resources to determine which approach to use.
- D. Send the intended information through email since it is the primary communication tool.

Answer: C

NEW QUESTION 310

A project manager has just received communication from an operational functional manager to complete an additional scope item for a project that was formally closed a few weeks ago. The scope looks relatively small and simple to handle as part of the daily operations activity.

How should the project manager deal with this request?

- A. Submit a change request and allocate the budget and resources needed for execution.
- B. Confirm that the budget and resources are available to execute the work request.
- C. Check the alternative resources available in the organization for the request.
- D. Evaluate the nature of the request and plan communication accordingly.

Answer: D

NEW QUESTION 311

A project manager recently finished a project and started managing a new project with a different supervisor.

As part of the early project activities, the supervisor from the original project is assigned to the team as a nonsupervisory resource and immediately begins challenging all decisions made by the current supervisor.

What should the project manager do to resolve this conflict?

- A. Give the project team time to work through the issues with the new supervisor.
- B. Ensure the new supervisor takes the lead when being challenged.
- C. Immediately remove the resource from the project team.
- D. Communicate with the resource on the roles and responsibilities of this project.

Answer: A

NEW QUESTION 315

A company that uses a predictive approach and operates in a highly regulated market is losing profitability because its product life cycle is taking longer than those of its competitors. A new project manager has been hired to change this scenario. What approach should the project manager propose?

- A. Change to an agile model, focusing primarily on the incremental life cycle, leaving the iterative approach as a next step.
- B. Maintain a predictive approach, but increase the focus on better planning and tracking to anticipate problems and avoid delays.
- C. Migrate to an agile model, focusing primarily on an iterative approach, leaving the incremental life cycle as a next step.
- D. Propose a hybrid approach, leveraging the benefits of an agile approach while respecting some aspects of the company's industry.

Answer: D

NEW QUESTION 317

A project manager is newly appointed to lead a project team that will be working remotely. The project manager decided to use a set of tools that worked well for previous projects. However, a few team members are not happy with this plan. What should the project manager have done to avoid this?

- A. Delegated the responsibility of selecting the collaboration tools to the project's technical lead.
- B. Met with the project team to determine their collaboration needs and identified tools that will work best.
- C. Allowed the project team members to use the tools that will work best for them for this project.
- D. Asked the project sponsor for approval to purchase the newest collaboration tool on the market.

Answer: B

NEW QUESTION 320

An organization embarking on a significant transformation initiated a project to improve and document business processes. One of the objectives of the project is to implement agile project delivery.

What is the main reason for adopting agile?

- A. Projects will be completed faster, saving time and money.
- B. Projects will deliver early and use value based on priority.
- C. Projects will be delivered with very low risk to the organization.
- D. Projects will be delivered with significant cost savings.

Answer: B

NEW QUESTION 324

A project requires the procurement of a large amount of equipment that needs to be on-site before any other activity can begin. The procurement department has a lengthy approval process.

What should the project manager do?

- A. Work with the procurement team to find alternative options.
- B. Contact the vendor that supplied similar equipment for a previous project.
- C. Use the existing equipment and replace it later with the new equipment
- D. Ask the project sponsor to expedite the vendor selection process.

Answer: A

NEW QUESTION 325

A project had scheduling delays, which necessitated the team to work overtime to meet critical milestones.

This led to some misunderstandings among team members. The project sponsor has allocated a monetary award. How should the project manager utilize the award?

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

Answer: C

NEW QUESTION 327

A project manager was recently assigned to a banking IT project. The project team has been developing products using a predictive approach for more than 10 years, but management wants the team to change to an agile approach. The project manager met with the team to introduce the agile approach. Most of the team members complained about changing approaches because the performance of this team has always been above average among the IT teams in the bank.

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

- A. Interview the most resistant team members to persuade them to try to accept an agile approach.
- B. Conduct training sessions with the team so that the team can understand what the agile approach and mindset are.
- C. Ask the team to identify the product backlog and create a kanban board for the team to manage and follow the approach.
- D. Meet with management to explain the team's resistance to the agile approach and request that they formally ask the team to implement agile.
- E. Brainstorm with the team to understand the specifics of the team's project and to identify possible alternative approaches for the team.

Answer: BE

NEW QUESTION 332

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. Risk management plan
- B. Quality management plan
- C. Communications management plan

D. Procurement management plan

Answer: A

NEW QUESTION 336

A vendor has manufactured a complex product. During a factory acceptance test, several deficiencies were identified. Product delivery is on the critical path, and any delay would impact project completion. What should the project manager do?

- A. Initiate regular conference calls with the vendor for status updates to keep this item in focus.
- B. Hold the shipment until the rework is completed at the vendor's facility to eliminate extra work on-site.
- C. Assess the schedule impact and evaluate the most feasible solution to keep the project on track.
- D. Ship the package as is, complete carryover work on-site, and back charge the vendor for the rework.

Answer: C

NEW QUESTION 340

A project team has expressed concern that certain remote team members are not able to collaborate with the larger project team due to their work schedule. The project manager is confused since the entire team is located in the same time zone and believes there are other factors at play. What should the project manager do next?

- A. Rectify ground rule violations.
- B. Review performance formally.
- C. Examine the team's virtual needs.
- D. Implement new options.

Answer: C

NEW QUESTION 345

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

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

Answer: A

NEW QUESTION 350

A project manager is working with team members and customers who are operating in multiple countries. The team is working on implementing a new technology that includes ambiguities, uncertainties, and unknowns, both in terms of technology and of the end-user expectations for this solution. What should the project manager do to keep the stakeholders engaged?

- A. Use email as a communication channel.
- B. Use feedback and decision-making tools.
- C. Use meetings as a communication channel.
- D. Use a shared collaboration platform.

Answer: D

NEW QUESTION 351

A project manager has been assigned to a project after the charter has been approved. While reviewing the charter with the team, the project manager finds that some major budget items, necessary for achieving the project outcome, have been missed. What should the project manager do next?

- A. Reduce the quality and cost of other deliverables to allow additional budget for the items that were missed.
- B. Start the project and deal with these budget issues as they arise throughout the project life cycle.
- C. Add the missing budget items to the risk log and present them in the next project steering committee.
- D. Immediately discuss this with the project sponsor and request to revisit the budget to ensure its accuracy.

Answer: D

NEW QUESTION 353

A project manager has been assigned to lead a software project to generate savings at an important financial institution. Initially, the duration of the project was 13 months, but due to various issues during execution, the project was extended to 16 months. By month 11, the expected savings were exceeded but not all of the functionalities planned for that date were fulfilled.

How should the project manager inform the stakeholders of the project's progress?

- A. Report that the project has not fulfilled all the expected functionalities.
- B. Complete the outstanding functionalities before informing the sponsor of the project progress.
- C. Communicate the benefit expectations and the action plan for the pending functionalities.
- D. Send an email with the monthly project progress to all relevant stakeholders.

Answer: C

NEW QUESTION 356

During the execution stage, the project manager discovered that one team member is not able to complete their work on time and is running later than expected. This delay may potentially impact a project milestone. What should the project manager do first?

- A. Discuss with the team and assess the reasons that led to the delay.
- B. Discuss with senior management and seek their guidance.
- C. Request the team member's manager to find a solution.
- D. Assign more resources from other teams on the late work.

Answer: A

NEW QUESTION 358

An internal virtual team is meeting daily to review iteration progress, as well as to conduct other technical and followup calls with key stakeholders. The team seems to be disengaged. How should the project manager approach this situation?

- A. Give the team members a few days off to reduce stress.
- B. Reduce the number of internal and external meetings.
- C. Review team assignments and reduce the workload.
- D. Schedule one-to-one meetings and team-building meetings.

Answer: D

NEW QUESTION 362

A project manager works in a matrix organization and is managing an internal software development project that is intended to reduce conflicts in the company's internal tracking system. During development, the project manager is informed that the software has to account for an unexpected change to government accounting requirements. The development team was able to make the change with no additional cost; however, the project manager notices that the testing costs are beginning to exceed the testing budget. What should the project manager do?

- A. Update the basis of estimates and the cost management plan to track the additional funding required for testing.
- B. Ask the project sponsor to allocate funds from the contingency reserve to fund the additional testing.
- C. Submit a change request to the cost baseline through the governance process to fund the additional testing.
- D. Conduct a cost-benefit analysis to determine if the funds can be reallocated from the development team.

Answer: C

NEW QUESTION 365

A mandatory compliance requirement that will impact the project software is introduced during the execution phase of an iterative project. The team is aware of the compliance requirement. What should the project manager do next?

- A. Update the product backlog item with this new requirement.
- B. Escalate the issue of project impact to the project sponsor.
- C. Escalate the issue of project impact to the product owner.
- D. Update the stakeholder register to include the requirement owner.

Answer: C

NEW QUESTION 368

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

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

Answer: B

NEW QUESTION 369

An agile project for a database migration impacts nearly all business units of the corporation. Every effort has been made to complete the migration before the end-of-support date for the database platform. A new impediment now implies the need to continue use of the old platform another year at a higher support price. What should the product owner do about this situation?

- A. Reprioritize the backlog based on value and cost of delay divided by duration.
- B. Reprioritize the backlog based on story size and competence availability.
- C. Remove low-value items from the backlog to compensate for the higher cost.
- D. Switch to a predictive approach to prevent any further delays to completion.

Answer: C

NEW QUESTION 373

A project manager leads a software development project in a hybrid environment. During project planning, the project manager identified a risk where a technical resource for a critical path item may not be available when needed. One week before the resource is needed, the technical engineer had a personal emergency and had to take a leave.

What should the project manager do next?

- A. Update the lessons learned report and the risk log to reflect that this risk has materialized.
- B. Revise the project management plan and move the task to a time when the technical resource will be available.
- C. Consult the risk register for an appropriate planned risk response and implement.
- D. Review the business requirement with stakeholders and exclude the task assigned to the technical resource.

Answer: C

NEW QUESTION 376

A stressful situation has presented some challenges for the team. The project manager notices stress behavior in some of the team members, and it is beginning to spread across the group. The project manager needs to coach the team to change their mindset in order to be more efficient.

What should the project manager do?

- A. Establish a productive environment where all team members can assist one another with the workload.
- B. Create an environment of respect and fairness so the team can increase their project performance in stressful situations.
- C. Meet with the team to discuss the correct, expected behavior in stressful situations and start practicing it.
- D. Ensure that people care about each other and work effectively together through effective team management

Answer: B

NEW QUESTION 378

A project manager has expertise in the technical domain. The project manager frequently demonstrates unacceptable behavior toward other team members; however, when confronted, the project manager denies this behavior. What is the reason for the project manager's behavior?

- A. The project manager lacks necessary empathy.
- B. The project manager lacks emotional intelligence (EI).
- C. The project manager was not properly trained.
- D. The project manager is in the wrong project role.

Answer: C

NEW QUESTION 382

A multicultural team is working on a project. After a few months of observation, the project manager realizes that two team members 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 team members to tolerate the cultural differences as they have a different cultural background.
- B. Ask the construction manager to meet with the two team members to resolve the situation.
- C. Provide the construction manager with instructions on how to resolve the situation.
- D. Discuss the team members' concern with the construction manager and seek solutions.

Answer: D

NEW QUESTION 383

While a project manager is trying to build the first baseline for a project, a change request is being sent from one of the functional managers. What should the project manager do?

- A. Discuss this with the functional manager and related parties.
- B. Reject the functional manager's change request immediately.
- C. Analyze the impact of the change request on the project.
- D. Apply for a formal change control board (CCB) approval.

Answer: C

NEW QUESTION 387

A project is implementing an agile strategy, and a minimum viable product (MVP) was agreed upon. After the first iteration review, the customer explained that the first deliverable is not of great value.

What should the project manager have done differently?

- A. Invited the customer to the daily meetings
- B. Helped the team redefine the MVP
- C. Changed the duration of iterations to deliver more value
- D. Validated the iteration goals with the customer

Answer: D

NEW QUESTION 392

A project team member is sick and will not be able to return to the project for a few weeks. During the daily meeting, the team shares their concerns as the sick team member was the only one skilled in the component they were developing.

What should the project manager have done to prevent this?

- A. Requested robust documentation for the component's build.
- B. Outsourced development of the specific component to another team.
- C. Acquired more than one resource skilled in each component.
- D. Facilitated cross-functional knowledge transfer during the project.

Answer: D

NEW QUESTION 396

A project team member just informed the project manager that the license for the software that the team uses to perform calculations has just expired. As a result, the team cannot continue with their project tasks.

What should the project manager do first?

- A. Issue a formal complaint to the project sponsor claiming a lack of proper tools.
- B. Meet with the IT team to evaluate how fast the software license can be renewed.
- C. Ask the team to fast-track the project and perform tasks that do not require calculations.
- D. Ask the team members to find an alternative way to perform calculations.

Answer: B

NEW QUESTION 398

A team has individual daily start times for each team member. Sometimes the overlap between team member working hours is short. During those times, the interactions and work as a team are reduced and ineffective. What should the project manager do?

- A. Inform the team members who are joining late to join early and work together.
- B. Allocate the overlap time for each team member and ask them to adhere to the schedule.
- C. Ask the team to define a team charter and agree on core working hours.
- D. Ask the team to start at the same time to obtain the maximum number of team working hours.

Answer: C

NEW QUESTION 403

A project manager is managing a project to deploy new software to 200 end users. During the implementation, there is a missed process that caused some of the users to lose their computer data. What should the project manager do first?

- A. Meet with the team to discuss the root cause and encourage the team to take note of it and continue to focus on the deployment.
- B. Record this case until the final lessons learned session is complete to prevent impacting the team's morale during implementation.
- C. Meet with the team members and request they conduct a review of the case by providing feedback as lessons learned.
- D. Invite a consultant to review the process in order not to repeat the same issue and share the results with the team.

Answer: D

NEW QUESTION 404

After the project charter's approval, the project manager needs to work on detailed project requirements, constraints, and assumptions with stakeholders. However, not all of the stakeholders are immediately available for a meeting in the short term.

What should the project manager do in order to gather the information needed from stakeholders?

- A. Conduct a meeting to build the project management plan with the stakeholders who are available.
- B. Escalate to the project sponsor that not all stakeholders are available for a meeting.
- C. Meet with the project management team to build the project management plan before consulting stakeholders.
- D. Email, call, or meet with each stakeholder separately to obtain their input.

Answer: D

NEW QUESTION 408

During the execution stage, the project manager discovered that one team member is not able to complete their work on time and is running later than expected. This delay may potentially impact a project milestone.

What should the project manager do first?

- A. Request the team member's manager to find a solution.
- B. Discuss with the team and assess the reasons that led to the delay.
- C. Discuss with senior management and seek their guidance.
- D. Assign more resources from other teams on the late work.

Answer: B

NEW QUESTION 413

A project management office (PMO) director finds that the project managers leading software development projects are not consistently seeking approval from other division leaders in cybersecurity and operations before deploying code into production. The PMO director asks the project manager to develop a solution for this issue.

What should the project manager do to fix this problem?

- A. Establish a daily scrum meeting and invite division leaders to attend so they can be aware of upcoming code releases.
- B. Provide division leaders with a teleconference phone number to call if they have concerns after code is deployed into production.
- C. Create a new policy requiring project managers to email division leaders before deploying code into production.
- D. Launch an enterprise governance structure comprised of division leaders to establish policies for code releases.

Answer: D

NEW QUESTION 418

A project manager is managing a large project. During a review meeting, the project manager discovers that one of the team members who use to be a high

performer was not able to complete their work on time.
What should the project manager do?

- A. Talk to the team member to determine why their performance changed.
- B. Talk to the team member and a human resources (HR) representative.
- C. Talk to the team member's manager to provide more training.
- D. Talk to the project lead and ask them to allocate less demanding tasks.

Answer: A

NEW QUESTION 422

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