

Exam Questions PMP

Project Management Professional

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NEW QUESTION 1

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

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

Answer: D

Explanation:

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

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

NEW QUESTION 2

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

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

Answer: D

Explanation:

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

NEW QUESTION 3

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

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

Answer: D

Explanation:

A resource management plan is a document that describes how the project resources will be acquired, allocated, monitored, and controlled throughout the project life cycle¹. A resource management plan helps project managers to ensure that the project has sufficient and appropriate resources to complete the project work on time and within budget. A resource management plan also defines the roles and responsibilities of the project team members and the resource managers, and the processes and tools for managing resource availability, utilization, and performance².

In this question, the project manager should have asked the manager responsible for the equipment delivery to follow the agreed-upon resource management plan, which would have specified the resource requirements, allocation, and schedule for the equipment installation. By following the resource management plan, the manager could have avoided the capacity issue for the installation team, or at least communicated it to the project manager in advance, so that the project manager could have taken corrective actions to mitigate the impact on the project schedule. The project manager should also have monitored and controlled the resource management plan throughout the project, and updated it as needed to reflect any changes or issues in the resource availability or demand³.

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

Option B is not the best answer because defining the skill requirements more clearly in the scope statement may not be relevant to the situation. The scope statement is a document that defines the project scope, deliverables, assumptions, and constraints⁴. The skill requirements are part of the resource requirements, which are defined in the resource management plan, not the scope statement.

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

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

? 2: Resource Plan: The Ultimate Guide to Resource Planning⁵

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

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

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

NEW QUESTION 4

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

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

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

Answer: B

Explanation:

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

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

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

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

NEW QUESTION 5

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

How should the project teams interact in their meetings?

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

Answer: A

Explanation:

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

NEW QUESTION 6

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

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

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

Answer: A

Explanation:

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

NEW QUESTION 7

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

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

Answer: D

Explanation:

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

NEW QUESTION 8

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

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

Answer: C

Explanation:

According to the PMBOK® Guide, project communication management involves the processes of planning, managing, and monitoring project communications. The project manager is responsible for ensuring that the communication needs of the project stakeholders are met and that the information is timely, clear, and consistent. One of the tools and techniques for managing communications is communication methods, which include interactive, push, and pull communication. The project manager should inform the relevant stakeholders about the delay in the installation of the internet service, using the appropriate communication method for each stakeholder group. The relevant stakeholders include the call center agents, their functional managers, the carrier, and any other parties that are affected by or interested in the project. Informing the relevant stakeholders will help the project manager to manage their expectations, avoid confusion or conflict, and maintain good relationships. References:
? PMBOK® Guide, Sixth Edition, Chapter 10: Project Communication Management, pp. 361-395.
? PMP Exam Prep Coursebook, Chapter 10: Project Communication Management, pp. 10-1 - 10-14.

NEW QUESTION 9

A project manager has been assigned to a project that involves building 100 wells for a small community that is urgently in need of access to water. What should the project manager do next?

- A. Hire local contractors who are familiar with the environment.
- B. Start project planning and develop the project management plan.
- C. Face the challenge immediately and start sending relief to the town.
- D. Process a change request for additional funding due to project urgency.

Answer: B

Explanation:

According to the PMBOK Guide, 7th edition, project planning is the process of establishing the scope, objectives, and course of action for the project. Project planning involves developing the project management plan, which is a document that describes how the project will be executed, monitored, and controlled. Project planning also involves engaging the project stakeholders, identifying the project requirements, defining the project scope, estimating the project resources, creating the project schedule, determining the project budget, assessing the project risks, and establishing the project governance. Project planning is essential for the project success, as it provides the basis for project performance measurement and control. In this question, the project manager has been assigned to a project that involves building 100 wells for a small community that is urgently in need of access to water. The question asks what the project manager should do next. Based on this information, the best answer is option B, which is to start project planning and develop the project management plan. This is because starting project planning and developing the project management plan is the logical and necessary next step for the project manager after being assigned to the project. Starting project planning and developing the project management plan can help the project manager to define the project scope, objectives, and course of action, as well as to align the project with the stakeholder needs and expectations. Starting project planning and developing the project management plan can also help the project manager to address the project urgency, as it can enable the project manager to prioritize the project activities, allocate the project resources, and manage the project risks. Option A, which is to hire local contractors who are familiar with the environment, is not a good answer. This is because hiring local contractors who are familiar with the environment may not be the next step for the project manager, as it may require some prior planning and analysis. Hiring local contractors who are familiar with the environment may involve defining the project procurement strategy, conducting market research, preparing the procurement documents, soliciting bids or proposals, evaluating and selecting vendors, and negotiating and signing contracts. Hiring local contractors who are familiar with the environment may also depend on the availability, suitability, and affordability of the local contractors, as well as the legal and ethical implications of the procurement process. Option C, which is to face the challenge immediately and start sending relief to the town, is not a good answer. This is because facing the challenge immediately and starting sending relief to the town may not be the next step for the project manager, as it may not be part of the project scope or objectives. Facing the challenge immediately and starting sending relief to the town may involve providing humanitarian aid, such as food, water, medicine, or shelter, to the affected community. Facing the challenge immediately and starting sending relief to the town may also require coordination and collaboration with other organizations, such as government agencies, non-governmental organizations, or international bodies, that are involved in the relief efforts. Facing the challenge immediately and starting sending relief to the town may also entail additional risks and challenges, such as security, logistics, or cultural issues, that may affect the project delivery.

Option D, which is to process a change request for additional funding due to project urgency, is not a good answer. This is because processing a change request for additional funding due to project urgency may not be the next step for the project manager, as it may not be justified or approved. Processing a change request for additional funding due to project urgency may involve documenting the rationale, impact, and benefits of the change, as well as submitting the change request to the appropriate authority for review and approval. Processing a change request for additional funding due to project urgency may also depend on the availability, allocation, and distribution of the project funds, as well as the alignment of the change with the project scope, schedule, quality, and risks. References: PMBOK Guide, 7th edition, Chapter 5: Planning1; Chapter 6: Project Management Plan2; PMI, 2023, PMP Exam Content Outline, Domain II: Process, Task 2: Plan and manage project/phase scope3.

NEW QUESTION 10

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

How should the project manager handle this moving forward?

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

Answer: B

Explanation:

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

NEW QUESTION 10

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

What should the project manager do to ensure project success?

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

Answer: A

Explanation:

According to the PMBOK® Guide, project performance reporting is the process of collecting, analyzing, and communicating information on the project progress and status to the project stakeholders. Project performance reporting involves the use of various tools and techniques, such as earned value management (EVM), variance analysis, trend analysis, forecasting, and performance reviews. Project performance reporting helps the project manager and the project team to monitor and control the project performance, identify and resolve issues, manage risks and changes, and implement corrective and preventive actions. In this question, the project manager has to report the project’s monthly performance to the project steering committee, based on the information provided. The information shows that the actual progress of the project is 2 units, while the planned progress is 3 units. This means that the project is behind schedule, and has not achieved the expected level of work completion. The information also shows that the actual cost of the project is 2 units, while the budgeted cost is 3 units. This means that the project is under the planned expenditure, and has spent less than the expected amount of money. The project manager should use EVM to calculate the schedule variance (SV) and the cost variance (CV) of the project, and compare them with the baseline values. The SV is the difference between the earned value (EV) and the planned value (PV) of the project, and indicates how much ahead or behind schedule the project is. The CV is the difference between the EV and the actual cost (AC) of the project, and indicates how much over or under budget the project is. The EV is the value of the work actually performed by the project. Based on the information given, the EV can be calculated as follows:

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

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

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

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

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

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

References:

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

? Project Performance Reporting: Key Performance Reports

? Project Management Tools & Templates

? ProjectManagement.com - PMO Monthly Status Report

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

? Project Management Monthly Reporting Procedure & Formats

NEW QUESTION 11

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

How should this situation be handled?

- A. Add an experienced professional to the team to reinforce knowledge sharing and help grow team expertise in the new product.

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

Answer: A

Explanation:

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

NEW QUESTION 13

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

What should the project manager do?

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

Answer: B

Explanation:

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

NEW QUESTION 15

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

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

Answer: B

Explanation:

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

NEW QUESTION 18

DRAG DROP

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

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

- A. Mastered
B. Not Mastered

Answer: A

Explanation:

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

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

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

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

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

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

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

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

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

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

References:

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

? PMBOK® Guide 6th Edition, Chapter 3: Role of the Project Manager, Section 3.2: Project Manager Competencies, Page 51

? Agile Practice Guide, Chapter 2: An Agile Mindset, Section 2.1: What is an Agile Mindset?, Page 13

NEW QUESTION 19

A research and development team is finishing up a two year initiative. The project manager is focused on the closing activities for the project.

Which activity should be considered as a priority?

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

Answer: D

Explanation:

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

NEW QUESTION 22

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

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

Answer: A

Explanation:

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

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

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

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

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

NEW QUESTION 27

A project team is facing challenges understanding how to deliver a project's scope. A senior subject matter expert (SME) from the organization's global office is in town for 1 week.

What should the project manager do to benefit from the SME's presence?

- A. Ask the SME to review the scope for alignment with the project charter.
- B. Organize a mentoring session with the team and the SME.
- C. Meet with the SME to discuss the current challenges the team is facing.
- D. Review the project scope statement with the SME.

Answer: B

Explanation:

The project manager should organize a mentoring session with the team and the SME to benefit from the SME's presence. This way, the project manager can facilitate knowledge transfer, skill development, and problem-solving among the team members. The project manager can also use this opportunity to clarify any doubts or issues related to the project scope and requirements. A mentoring session can also enhance the team's motivation, confidence, and performance.

References: PMBOK Guide, 6th edition, page 349, Top 60+ PMP Exam Questions and Answers for 2023 - KnowledgeHut

NEW QUESTION 28

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

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

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

Answer: A

Explanation:

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

NEW QUESTION 30

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

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

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

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

Answer: C

Explanation:

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

NEW QUESTION 34

A team lead for a project that is currently in execution with multiple delivery teams is issuing status updates. This communication was not discussed with the project manager, and the project stakeholders are concerned about nonalignment since other teams are not providing these updates. What should the project manager do?

- A. Instruct the team lead to stop sending the update report.
- B. Examine the project reporting requirements with the stakeholders.
- C. Discuss with the team lead to understand the reason for the report.
- D. Tell the other team leads to provide similar update reports.

Answer: C

Explanation:

According to the PMBOK® Guide, project communication management involves the processes of planning, managing, and monitoring project communications. The project manager is responsible for ensuring that the communication needs of the project stakeholders are met and that the information is timely, clear, and consistent. One of the tools and techniques for managing communications is communication skills, which include active listening, feedback, and conflict resolution. The project manager should use these skills to discuss with the team lead the reason for issuing the status updates, and to understand the expectations and concerns of the stakeholders. This will help the project manager to align the communication activities with the project objectives and to avoid confusion or misunderstanding among the project team and stakeholders. References:

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

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

NEW QUESTION 39

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

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

Answer: C

Explanation:

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

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

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

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

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

NEW QUESTION 42

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

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

Answer: D

Explanation:

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

19-20.

NEW QUESTION 43

An organization is struggling to start an important project. The project manager has identified that the scope definition is the main item preventing the project from starting. Although most of the scope items are defined and agreed upon among the stakeholders, there are a few items that are hard to grasp and very complex to define at this stage.

What should the project manager do?

- A. Recommend splitting the project into two smaller projects in order to work exclusively in an agile environment without interference from a predictive approach.
- B. Update the risk register and escalate the issue to the project management office (PMO), requesting more resources be added to help define the project scope.
- C. Propose that the well-defined scope items be delivered using a predictive approach and use an agile approach to deal with the complex items.
- D. Maintain stakeholder momentum in working on the scope definition until a full detailed scope is achieved prior to starting the project.

Answer: C

Explanation:

According to the PMBOK Guide, a project scope definition is a comprehensive description of all project elements, including all related activities, assets, timeframes, milestones, and the project's boundaries¹. The scope of a project also identifies essential players, processes, assumptions, and restrictions². The project scope statement describes, in detail, the project's deliverables and the work required to create those deliverables³. The project scope statement also provides a common understanding of the project scope among all project stakeholders and describes the project's major objectives³.

In this scenario, the project manager has identified that the scope definition is the main item preventing the project from starting, as there are a few items that are hard to grasp and very complex to define at this stage. The project manager should propose that the well-defined scope items be delivered using a predictive approach and use an agile approach to deal with the complex items. This is an example of a hybrid approach, which is a combination of serial and agile strategies that can be used for different phases or work packages of a project⁴. A hybrid approach can provide flexibility, adaptability, and customer focus while maintaining some level of predictability and control⁴. A hybrid approach can also accommodate changing requirements and stakeholder expectations, as well as leverage existing knowledge and experience⁴.

The project manager should not recommend splitting the project into two smaller projects in order to work exclusively in an agile environment without interference from a predictive approach, as this may create unnecessary complexity and duplication of work. The project manager should also not update the risk register and escalate the issue to the PMO, requesting more resources be added to help define the project scope, as this may not solve the problem of the complex and unclear scope items. The project manager should also not maintain stakeholder momentum in working on the scope definition until a full detailed scope is achieved prior to starting the project, as this may delay the project initiation and cause frustration and dissatisfaction among the stakeholders.

References: 4: Scope Management | PMI 1: Define Scope Process: How To Finalize The Project Scope? 2: Project Scope Definition & Scope Statement Template - PM-Training 3: Section 5.2 Scope Definition

NEW QUESTION 48

An agile project is approaching its first release date, and the product will be supported by the operations team. To ensure proper support for the product, what should the project manager do?

- A. Engage an external consultancy to assemble supporting documents and coordinate the knowledge transfer.
- B. Create and prioritize a support manual on the product backlog to ensure adequate knowledge transfer.
- C. Ensure the operations team has representation in the planning and review meetings and that there are support requirements in the backlog.
- D. Propose a workshop with the operations team to outline all requirements of the new software and how to properly support it.

Answer: C

Explanation:

According to the PMBOK® Guide, agile is an iterative, incremental, and adaptive approach to project management that values customer collaboration, feedback, and responsiveness to change. Agile projects deliver working software in small increments called iterations or sprints, and involve frequent communication and collaboration among the project team and the stakeholders. Agile projects also emphasize the importance of delivering value to the customer and meeting their needs and expectations.

In this question, the project manager is working on an agile project that is approaching its first release date, and the product will be supported by the operations team. The operations team is responsible for maintaining and operating the product after it is delivered to the customer, and ensuring its availability, reliability, and performance. To ensure proper support for the product, the project manager should take the following action:

? Ensure the operations team has representation in the planning and review meetings and that there are support requirements in the backlog. The project manager should involve the operations team as a key stakeholder in the agile project, and ensure that they have a voice and a role in the planning and review meetings. The planning meetings are used to define and prioritize the product backlog, which is a list of features and requirements that the product should deliver. The review meetings are used to inspect and evaluate the product increment, which is the sum of all the product backlog items completed during a sprint. The project manager should ensure that the operations team has representation in these meetings, and that they can provide their input, feedback, and expectations for the product. The project manager should also ensure that there are support requirements in the product backlog, such as documentation, training, testing, deployment, etc., and that they are prioritized and delivered along with the product features. This will help to ensure the quality and usability of the product, and to facilitate the knowledge transfer and handover to the operations team.

The other options are not correct because they do not provide a valid way to ensure proper support for the product. Option A is wrong because it suggests that the project manager should engage an external consultancy to assemble supporting documents and coordinate the knowledge transfer, without involving the operations team in the agile project. This would be costly, inefficient, and ineffective, as it may not reflect the actual needs and expectations of the operations team, and may create a gap or a delay in the communication and collaboration. Option B is wrong because it implies that the project manager should create and prioritize a support manual on the product backlog, without ensuring the representation of the operations team in the planning and review meetings. This would be incomplete, inaccurate, and insufficient, as it may not capture the full scope and depth of the support requirements, and may not allow the operations team to inspect and evaluate the product increment. Option D is wrong because it assumes that the project manager should propose a workshop with the operations team to outline all requirements of the new software and how to properly support it, without ensuring that there are support requirements in the product backlog. This would be inconsistent, redundant, and risky, as it may not align with the agile principles and practices, and may not ensure the delivery and validation of the support requirements along with the product features. References:

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

? Agile Project Management Course (Google) | Coursera

? Agile Certified Practitioner | PMI - Project Management Institute

? Agile Certifications | PMI - Project Management Institute

NEW QUESTION 51

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

Which activity should the project manager undertake?

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

Answer: D

Explanation:

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

NEW QUESTION 52

A local company is developing a new product and, for the first time, using a remote team for the programming tasks of features. The design for the product comes from the local team. During the third sprint review, the product owner has concerns about the project's outcomes. The remote development team is complaining that they do not clearly understand the requirements conveyed in the daily standup meetings. How should the project manager address this situation?

- A. Review lessons learned from previous projects and organizational process assets (OPAs).
- B. Evaluate and reassign the developing tasks to a local vendor who has worked on previous projects.
- C. Determine the communication needs, environment, and tools to get the message across.
- D. Document the risk in the risk management plan and use contingency reserves to hire a local vendor.

Answer: C

Explanation:

= The project manager should address this situation by determining the communication needs, environment, and tools to get the message across. This is because the root cause of the problem is the lack of effective communication between the local and remote teams. The project manager should identify the stakeholders, their information needs, the communication methods, the frequency, the format, and the feedback mechanisms to ensure that the requirements are clearly understood and agreed upon by both teams. The project manager should also consider the cultural, linguistic, and technological differences that may affect the communication process and use appropriate tools and techniques to overcome them.

? Option A is not a good action, as reviewing lessons learned from previous projects and OPAs may not provide relevant or useful information for the current situation. The project manager should focus on the current communication issues and not rely on past experiences that may not be applicable or effective.

? Option B is not a good action, as evaluating and reassigning the developing tasks to a local vendor who has worked on previous projects may not be feasible or desirable. It may also create additional costs, risks, and delays for the project. The project manager should try to resolve the communication issues with the existing remote team and not change the project scope or resources without proper justification and approval.

? Option D is not a good action, as documenting the risk in the risk management plan and using contingency reserves to hire a local vendor is a reactive and costly approach. The project manager should try to prevent or mitigate the risk of communication failure and not wait until it becomes an issue that requires corrective action. The project manager should also not use the contingency reserves for planned changes that are not related to unforeseen events or risks. References:

? [PMBOK Guide], 6th edition, page 368, section 10.1

? [Agile Practice Guide], page 27, section 2.4.1

? [PMP Exam Content Outline], page 10, task 5 under domain 2

NEW QUESTION 54

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

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

Answer: B

Explanation:

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

NEW QUESTION 59

A project manager is performing the role of scrum master for a team of developers. There is a conflict among the developers, generated by differences in how a feature can be delivered.

The project manager organized a few spikes to resolve this conflict. What should the project manager do next?

- A. Ask the project sponsor to decide which option should be implemented.
- B. Organize a multivoting event to achieve consensus of the whole team.
- C. Allow the team to decide on their own which option should be implemented.
- D. Organize more spike events until consensus of the team is reached.

Answer: C

Explanation:

According to the PMBOK Guide 7th Edition, the project manager should act as a facilitator and coach in an agile environment, which means supporting the team members in their self-organization, collaboration, and decision making. The project manager should also respect the team's autonomy and empower them to deliver value. Therefore, the best option is to allow the team to decide on their own which option should be implemented, based on the results of the spikes. Asking the project sponsor, organizing a multivoting event, or organizing more spike events are possible actions that the project manager can take later, but they are not

the best option to support the team in their agile approach. References: PMBOK Guide 7th Ed., 2.0 The Project Delivery Principles, Page 9; PMBOK Guide 7th Ed., 3.0 The Project Team, Page 23; 1

NEW QUESTION 61

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

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

Answer: B

Explanation:

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

References:

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

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

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

NEW QUESTION 62

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

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

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

Answer: A

Explanation:

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

NEW QUESTION 63

A project has been running successfully for 2 months. At a regular project meeting, the team raises several potential obstacles to future progress. The obstacles include vendor delivery performance, technical performance of a subsystem, and conflict with another division of the organization.

What should the project manager do next?

- A. Determine a change response to identify and resolve the obstacles to move the project forward.
- B. Escalate the obstacles to the project sponsor for assistance with resolution.
- C. Engage with the external stakeholders and the other division of the organization to resolve the issues.
- D. Work with the team and others in the network to assess and prioritize the obstacles.

Answer: D

Explanation:

The comprehensive and detailed explanation is as follows:

The project manager should work with the team and others in the network to assess and prioritize the obstacles, because this is part of the monitor and control project work process, which involves tracking, reviewing, and reporting the progress and performance of the project, and identifying and initiating change requests as necessary. The project manager should also use the perform integrated change control process to review and approve change requests, and update the project documents and plans accordingly.

The other options are not correct because:

? A. Determine a change response to identify and resolve the obstacles to move the project forward. This is not the next step, because the project manager should first assess and prioritize the obstacles before determining a change response. Moreover, the change response should be approved by the change control board before implementation.

? B. Escalate the obstacles to the project sponsor for assistance with resolution.

This is not the best option, because the project manager should try to resolve the obstacles within the project team and network first, before escalating them to the project sponsor or other senior management. Escalating the obstacles too soon may indicate a lack of leadership and problem-solving skills on the part of the project manager.

? C. Engage with the external stakeholders and the other division of the organization to resolve the issues. This is not the next step, because the project manager should first assess and prioritize the obstacles with the project team and network, and then determine the appropriate communication and stakeholder engagement strategies to resolve the issues. Engaging with the external stakeholders and the other division of the organization without a clear plan may lead to confusion and conflict.

The references are:

1: PMP Examination Content Outline - June 2019 - Project Management Institute 2: 180 PMP Practice Questions (2021 Edition) - Academia.edu : A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Sixth Edition, Chapter 4: Project Integration Management : A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Sixth Edition, Chapter 3: The Role of the Project Manager : A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Sixth Edition, Chapter 13: Project Stakeholder Management

NEW QUESTION 65

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

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

Answer: D

Explanation:

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

NEW QUESTION 66

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

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

Answer: B

Explanation:

According to the Agile Practice Guide, a hybrid project is a project that combines elements of predictive and adaptive project management methodologies. A hybrid project may use different methodologies for different phases or deliverables of the project, or it may blend the practices and techniques of different methodologies within the same phase or deliverable. A hybrid project may also use different tools and techniques to support the project management and delivery, such as software applications, templates, documents, or artifacts. In this scenario, the project manager is managing a hybrid project that uses software to access the repository of project artifacts. However, a few stakeholders are reporting that they are unable to find the latest project schedule. This is a communication issue that may affect the stakeholder engagement and satisfaction, as well as the project performance and delivery. The best course of action is to make sure all stakeholders have access to the system and know where to find project artifacts. This can help the project manager to ensure that the project communication is consistent, clear, and effective, and that the stakeholders are kept informed and updated on the project progress and status. Making sure all stakeholders have access to the system and know where to find project artifacts (option B) is the best solution to the issue, as it demonstrates proactive and respectful project communication and stakeholder management. Sending the project schedule via email to the stakeholders who need that information (option A) may not be sufficient or efficient, as it may create inconsistency and confusion among the stakeholders, and may increase the workload and overhead of the project manager. Escalating the issue to the steering committee and asking them to deal with the stakeholders' lack of training (option C) may also be unnecessary or inappropriate, as it may imply that the project manager is unable to handle the issue and may damage the trust and relationship with the stakeholders. Advising the project management office (PMO) that there is a resource gap for sharing project artifacts effectively (option D) may also be unrealistic or irrelevant, as it may not address the root cause of the issue or provide a clear guidance on how to improve the project communication or stakeholder engagement. References: : Project Management Institute. (2017). Agile Practice Guide. Newtown Square, PA: Author 1 : Ultimate Guide To Hybrid Project Methodologies & How To Make Them 2 : A Little Bit of Both - Project Management Institute 3

NEW QUESTION 70

A customer support team has planned short, iterative cycles for working on customer-reported issues. Recently, there was a surge of high-priority issues that disrupted the original plan, and the team's manager is finding it difficult to manage the progress. Which approach should the project manager suggest using?

- A. Agile Scrum approach
- B. Spiral approach
- C. Agile Kanban approach
- D. Rapid application development approach

Answer: C

Explanation:

According to the PMBOK Guide, the project manager is responsible for selecting the appropriate project delivery approach based on the project characteristics, stakeholder needs, and environmental factors. One of the project delivery approaches is agile, which is a flexible and iterative method that embraces change and delivers value incrementally. Within agile, there are different frameworks or methods, such as Scrum, Kanban, Spiral, and Rapid Application Development (RAD). Each of these methods has its own advantages and disadvantages, depending on the project context and requirements. In this scenario, a customer support team has planned short, iterative cycles for working on customer-reported issues, which indicates an agile approach. However, recently, there was a surge of high-priority issues that disrupted the original plan, and the team's manager is finding it difficult to manage the progress. The question asks which approach the project manager should suggest using in this situation. The best approach for this scenario is agile Kanban, which is a method that uses a visual board to manage the flow of work and limit the work in progress. Kanban can help the project manager and the team prioritize the most important issues, monitor the status and progress of each issue, and optimize the delivery of value to the customers. Kanban is suitable for projects that have frequent and unpredictable changes, as well as high variability and uncertainty. Agile Scrum, Spiral, and RAD are not the best approaches for this scenario, as they have different characteristics and assumptions that may not fit the project context and requirements. Scrum is a method that uses fixed-length iterations called sprints to deliver potentially shippable increments of the

product. Scrum is suitable for projects that have stable and committed teams, clear and prioritized requirements, and minimal changes within each sprint. Spiral is a method that combines elements of waterfall and prototyping, using a cyclical process of planning, risk analysis, engineering, and evaluation. Spiral is suitable for projects that have complex and high-risk requirements, as well as the need for extensive testing and validation. RAD is a method that uses rapid prototyping and user feedback to deliver functional components of the product in a short time frame. RAD is suitable for projects that have well-defined and modularized requirements, as well as the availability of user involvement and collaboration. References: PMBOK Guide, 7th edition, pages 27-28, 1.4 Tailoring; pages 29-30, 1.5 Project Delivery Approaches; pages 31-32, 1.6 Project Delivery Methods.

NEW QUESTION 73

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

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

Answer: C

Explanation:

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

NEW QUESTION 75

A project manager is managing a complex research project with a high level of uncertainty. A request is made to implement a mechanism to measure the quality of the deliverables.

Using a hybrid approach, what techniques can be used to achieve this goal?

- A. Daily Scrum and product owner quality assessments.
- B. Paired work and the customer role method.
- C. Time-boxed iterations and standup review meetings.
- D. Scrum master reviews and the quality Kanban method.

Answer: C

Explanation:

A hybrid approach is a combination of predictive and adaptive methods that can be tailored to suit the project context and needs. Time-boxed iterations are a common feature of agile methods that allow the project team to deliver incremental value and receive feedback in a fixed period of time. Standup review meetings are short and frequent meetings where the project team members share their progress, issues, and plans for the next iteration. These techniques can help the project manager to measure the quality of the deliverables by ensuring alignment with the customer expectations, identifying defects and risks early, and promoting continuous improvement. The other options are not necessarily related to quality measurement or are not part of a hybrid approach. References: PMBOK Guide, 7th edition, page 30-31, 34-35, 40-41.

NEW QUESTION 80

The change control board (CCB) rejects a change request submitted by a subject matter expert (SME). The SME refuses to accept this rejection and does not want to continue the project without the change.

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

- A. Ensured that the change request was aligned with the project scope.
- B. Requested that the sponsor approved the change request first.
- C. Submitted the change request directly to the CCB.
- D. Assessed the change's overall impact to the project before submission.

Answer: D

Explanation:

According to the PMBOK Guide 7th Edition, one of the principles of project management is to “embrace adaptability and resiliency”. This means that the project manager should anticipate and respond to changes that may affect the project objectives, scope, schedule, cost, quality, or risks. The project manager should also use appropriate change management processes and tools to evaluate and implement changes in a controlled manner. The PMBOK Guide 7th Edition also states that “changes are inevitable and may originate from any source at any time during the project life cycle”. The project manager should assess the change’s overall impact to the project before submission to the change control board (CCB), which is the authorized body to approve or reject changes. The project manager should also communicate with the stakeholders who are affected by or involved in the change, and manage their expectations and feedback. Therefore, the best answer is D. References: PMBOK Guide 7th Edition, pages 11, 12, 49, 50, 51.

NEW QUESTION 81

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

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

Answer: A

Explanation:

The project manager should schedule a meeting with the stakeholder to better understand their request because this is the best way to address the stakeholder's needs and expectations, and to avoid any misunderstandings or conflicts. The project manager should not assume that the stakeholder's request is reasonable or unreasonable, but rather seek to understand the rationale, the urgency, and the impact of the request on the project. The project manager should also consider the stakeholder's influence, interest, and power, and how they may affect the project outcomes. By scheduling a meeting with the stakeholder, the project manager can communicate effectively, negotiate mutually beneficial solutions, and manage the stakeholder's expectations. The project manager can also use this opportunity to review and update the stakeholder register, the stakeholder engagement plan, and the communications management plan, as needed. References: ? A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition, Chapter 3.2.3, page 52 ? PMP Exam Content Outline, Domain II: Planning, Task 4

NEW QUESTION 84

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

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

Answer: C

Explanation:

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

NEW QUESTION 88

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

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

Answer: B

Explanation:

According to the PMBOK Guide 7th Edition, the project manager should first assess the impact of any issue or risk on the project objectives before taking any action. In this case, the project manager should evaluate the impact of nonrenewal of the license on the project scope, schedule, cost, quality, and other factors. This will help the project manager to determine the best course of action, such as renewing the license, finding an alternative solution, or accepting the risk. References: PMBOK Guide 7th Edition, Chapter 4: Project Delivery, Section 4.3: Monitor and Control Project Work, Page 97.

NEW QUESTION 92

A project manager held a meeting and framed the project schedule. A critical stakeholder, who was not consulted at the time of the schedule discussion, complained that the published dates are not agreeable due to a prescheduled task for another assignment. What should the project manager do first?

- A. Reach out to the project sponsor and request additional resources.
- B. Analyze the root cause of the issue and update the communications management plan.
- C. Organize a new schedule framing meeting with the critical stakeholder to obtain input.
- D. Discuss with the project sponsor and create a new project schedule.

Answer: C

Explanation:

According to the PMBOK Guide, a project manager should engage stakeholders throughout the project life cycle and ensure their expectations and needs are considered and addressed. A critical stakeholder who was not consulted at the time of the schedule discussion may have valuable information, insights, or constraints that could affect the project schedule. The project manager should organize a new schedule framing meeting with the critical stakeholder to obtain input, clarify requirements, resolve conflicts, and reach agreement on the project schedule. This can help avoid rework, delays, and dissatisfaction in the future. Reaching out to the project sponsor, analyzing the root cause, or creating a new project schedule are not the best options, as they do not involve the critical stakeholder and may not address the underlying issue. References: PMBOK Guide, 7th edition, page 32-33, 36-37, 40-41.

NEW QUESTION 95

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

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

D. Negotiated additional time to complete the project

Answer: C

Explanation:

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

NEW QUESTION 100

A project team member is having difficulty delivering assigned tasks for a project that is at risk of being delayed. The main issue is that the team member does not understand a new system that was recently implemented. What should the project manager do?

- A. Escalate the team member's performance to the project sponsor.
- B. Ask the team member to learn the new system as on-the-job training.
- C. Issue a change request to extend the project schedule.
- D. Assign an experienced resource to support the team member.

Answer: D

Explanation:

According to the PMBOK® Guide, project resource management involves the processes of planning, acquiring, developing, managing, and controlling project resources. The project manager is responsible for ensuring that the project team members have the necessary skills, knowledge, and abilities to perform their assigned tasks. One of the tools and techniques for developing the project team is training, which includes formal or informal learning activities to enhance the competencies of the team members. The project manager should assign an experienced resource to support the team member who is having difficulty with the new system, and provide them with the appropriate training to help them understand and use the system effectively. This will help the project manager to improve the team member's performance, reduce the risk of delay, and increase the quality of the deliverables. References:

? PMBOK® Guide, Sixth Edition, Chapter 9: Project Resource Management, pp.313-360.

? PMP Exam Prep Coursebook, Chapter 9: Project Resource Management, pp. 9-1 - 9-16.

NEW QUESTION 102

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

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

Answer: A

Explanation:

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

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

NEW QUESTION 104

A project manager is assigned midway through a project. The team members are in different locations across the country and they are unable to meet in-person often. During a status review meeting, one of the stakeholders highlighted that they were unaware of the status for the project deliverables. What should the project manager do first?

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

Answer: D

Explanation:

The communications management plan is a component of the project management plan that describes how the project information will be communicated to the stakeholders, including the frequency, format, content, and methods of communication¹. The project manager should review the communications management plan and verify whether the stakeholder's needs are captured in the project management plan, and if not, update the plan accordingly. This will help to ensure that the stakeholder receives the appropriate information at the right time and in the right way. Requesting the project team to include the stakeholder's details and share the project status reports (A) may not be sufficient or effective, as the stakeholder may have different communication preferences or expectations. Scheduling a meeting with the stakeholder and including the stakeholder's needs in the project management plan (B) may be a good action to take, but not the first one. The project manager should first review the existing communications management plan and identify any gaps or issues before engaging with the stakeholder. Reviewing the stakeholder management plan and updating the stakeholder register © may not be relevant or necessary, as the stakeholder is already identified and engaged in the project. The stakeholder management plan describes how the project manager will manage the stakeholder expectations and influence, not how the project information will be communicated to them². References: 1: PMBOK Guide, 6th Edition, p. 3672: PMBOK Guide, 6th Edition, p. 513.

NEW QUESTION 106

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

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

Answer: C

Explanation:

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

NEW QUESTION 109

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

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

Answer: D

Explanation:

When a project faces a potential delay in the schedule, the project manager should not report, change, or escalate the issue without first assessing the impact and the root cause of the delay¹. The project manager should analyze the schedule to determine how the delay affects the critical path, the float, and the dependencies of the project activities². The project manager should also update the risk register, which is a document that records the identified risks, their probability, impact, response strategies, and status³. Updating the risk register can help the project manager identify and prioritize the risks associated with the delay, and plan appropriate responses to mitigate or avoid them⁴. References: 1: PMBOK Guide, 6th edition, p. 112 2: PMBOK Guide, 6th edition, p. 202 3: PMBOK Guide, 6th edition, p. 414 4: PMBOK Guide, 6th edition, p. 417

NEW QUESTION 110

A new project has been kicked off following a planning session. The project is under direct oversight of an executive in the organization. After a review meeting, the project manager overhears an executive request a dashboard from one of the team members to show the overall project status. What should the project manager do?

- A. Ask the team member to develop a dashboard to fulfill the request.
- B. Tell the team member to route the request through the project manager.
- C. Update the communications management plan to include informal requests.
- D. Update the stakeholder engagement assessment matrix.

Answer: B

Explanation:

= The project manager should tell the team member to route the request through the project manager, as this is the best way to ensure that the communication is consistent, accurate, and aligned with the project objectives. The project manager is responsible for managing the communication with the stakeholders, including the executive, and for providing them with the appropriate level of information. The project manager should also verify the validity and feasibility of the request, and update the communications management plan accordingly. The other options are not the best actions to take in this situation, as they do not follow the established communication protocols or respect the project manager's authority. References: = A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition, Chapter 5: Project Communications, Section 5.2: Manage Communications, Page 137-138.

NEW QUESTION 114

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

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

Answer: D

Explanation:

The resource management plan is a component of the project management plan that describes how the project resources are acquired, allocated, monitored, and controlled. It also defines the roles and responsibilities of the project team members and the reporting structure. The resource management plan is an important input for managing project resources and resolving resource conflicts. If the project manager faces a situation where some key resources are not available for the project, he or she should consult the resource management plan and escalate the issue to the sponsor or other appropriate stakeholders. The sponsor can help

the project manager negotiate with the functional managers or other resource providers to secure the required resources for the project. The sponsor can also authorize changes to the project scope, schedule, or budget to accommodate the resource constraints. The other options are not appropriate because they do not address the root cause of the problem and may lead to further delays or risks for the project. References: PMBOK Guide, 7th edition, section 9.1.3.1, page 309; PMI, PMP Exam Content Outline, 2021, Domain II: Process, Task 5.

NEW QUESTION 117

DRAG DROP

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

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

- A. Mastered
- B. Not Mastered

Answer: A

Explanation:

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

NEW QUESTION 122

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

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

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

Answer: A

Explanation:

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

NEW QUESTION 123

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

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

D. Input from project stakeholders

Answer: B

Explanation:

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

NEW QUESTION 125

A project manager is assigned to an agile project that has an aggressive time line and a fixed budget. Currently, the majority of the items are in the backlog and only a few are in process or completed. What should the project manager do?

- A. Assign an owner for each backlog activity and track progress.
- B. Ask for more resources to clear the backlog activities.
- C. Prioritize which backlog activities should be kept.
- D. Work on the backlog activities with fewer story points.

Answer: C

Explanation:

In an agile project, the project manager should work with the product owner and the team to prioritize the backlog items based on their value, risk, and dependencies. This way, the most important and urgent items can be delivered first, and the scope can be adjusted according to the feedback and changes in the environment. Prioritizing the backlog also helps to manage the expectations of the stakeholders and align them with the project vision and goals. Assigning an owner for each backlog activity and tracking progress (A) is not the best option, as it does not address the issue of having too many items in the backlog and how to select the ones that should be done. Asking for more resources to clear the backlog activities (B) is not feasible, as the project has a fixed budget and adding more resources may not improve the productivity or quality of the project. Working on the backlog activities with fewer story points (D) is not a good strategy, as it may lead to ignoring the items that have higher value or risk, and may not deliver the expected outcomes or benefits to the customer or the business. References: PMBOK Guide, 6th edition, pages 18-19, 176-177; Agile Practice Guide, pages 37-38, 77-78.

NEW QUESTION 127

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

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

Answer: C

Explanation:

The project manager should have ensured the risk of not acquiring full funding for the project was adequately assessed and mitigated by the appropriate stakeholders to prevent this from happening. According to the PMBOK® Guide, a risk is an uncertain event or condition that, if it occurs, has a positive or negative effect on one or more project objectives¹. In this case, the risk of not acquiring full funding for the project is a negative risk that could affect the project scope, schedule, cost, and quality. Therefore, the project manager should have performed the following risk management processes¹:

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

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

? Perform Quantitative Risk Analysis: The process of analyzing the effect of identified individual project risks and other sources of uncertainty on the project objectives, and presenting the results in quantitative terms. The project manager should have analyzed the effect of the risk of not acquiring full funding for the project on the project objectives, such as the expected monetary value, the cost of risk, the schedule reserve, and the contingency reserve.

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

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

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

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

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

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

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

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

NEW QUESTION 131

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

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

Answer: A

Explanation:

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

project. References: Agile Practice Guide, pages 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, and 22. PMP Question 344.

NEW QUESTION 134

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

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

Answer: C

Explanation:

this question is related to the Project Management Professional (PMP) certification exam, which is a credential that validates the knowledge and skills of project managers. The PMP exam is based on the PMBOK Guide, 7th edition, which is a standard that provides a framework and best practices for managing projects. The question describes a situation where a project manager has access to risk management tools but chooses to use a quantitative method to evaluate the project risks. During project execution, the project sponsor asks for an updated risk matrix. The question asks what the project manager should do next.

Based on this information, the best answer is option C, which is to add new risks and send the risk matrix to leadership for approval. This is because adding new risks and sending the risk matrix to leadership for approval is a risk management practice that can help the project manager to update and communicate the project risks and their status. A risk matrix is a tool that displays the probability and impact of the project risks, as well as their priority and response strategies. Adding new risks is a process that involves identifying and analyzing any new or emerging risks that may affect the project objectives or outcomes. Sending the risk matrix to leadership for approval is a process that involves obtaining the endorsement and support from the project sponsor and other senior stakeholders for the risk management plan and actions. Adding new risks and sending the risk matrix to leadership for approval can help the project manager to ensure that the project risks are properly identified, assessed, and managed, as well as to align the project risks with the stakeholder expectations and interests.

Option A, which is to use integrated risk management software to evaluate the risks, is not a good answer. This is because using integrated risk management software may not be necessary or effective to update and communicate the project risks and their status. Integrated risk management software is a tool that helps to automate and integrate the risk management processes and activities, such as risk identification, analysis, response, monitoring, and reporting. Using integrated risk management software can help the project manager to facilitate and streamline the risk management tasks and functions, as well as to enhance the risk management efficiency and quality. However, using integrated risk management software may not help the project manager to update and communicate the project risks and their status, as it may not address the issue of new or emerging risks that may require human judgment or intervention. Using integrated risk management software may also depend on the availability, suitability, and compatibility of the software, as well as the cost, time, and training required to use the software.

Option B, which is to use their own professional knowledge to reassess the risks, is not a good answer. This is because using their own professional knowledge may not be enough or reliable to update and communicate the project risks and their status. Professional knowledge is the knowledge and skills that the project manager has acquired from their education, training, experience, or certification. Using their own professional knowledge can help the project manager to apply the relevant and appropriate risk management concepts, methods, and techniques to the project. However, using their own professional knowledge may not help the project manager to update and communicate the project risks and their status, as it may not reflect the current and accurate information and data about the project risks. Using their own professional knowledge may also introduce bias or error to the risk assessment and evaluation, as well as to conflict or contradict with the stakeholder opinions or expectations.

Option D, which is to trust in the quantitative method already chosen as it is a precise method, is not a good answer. This is because trusting in the quantitative method may not be appropriate or beneficial to update and communicate the project risks and their status. A quantitative method is a technique that uses numerical data and analysis to measure and evaluate the probability and impact of the project risks, as well as to estimate the overall risk exposure and contingency of the project. A quantitative method can help the project manager to obtain objective and precise information and results about the project risks, as well as to support the risk management decision-making and planning. However, trusting in the quantitative method may not help the project manager to update and communicate the project risks and their status, as it may not account for the new or emerging risks that may require qualitative or subjective assessment and evaluation. Trusting in the quantitative method may also ignore or overlook the stakeholder feedback or input, as well as the risk management tools or resources that may be available or useful for the

project. References: PMBOK Guide, 7th edition; PMP Exam Content Outline; PMP Sample Test Questions.

NEW QUESTION 138

A project manager has received a new request to integrate more features to a product. The team is fully allocated, and there is no budget to acquire new resources.

What strategy should the project manager implement to deal with this situation?

- A. Ask the team to accelerate the iterations and avoid interruptions.
- B. Verify team performance and ask for improvement during daily standup meetings.
- C. Recommend that the project sponsor increases the budget to bring new resources.
- D. Discuss the problem with the team and decide how to do the work together.

Answer: D

Explanation:

According to the PMBOK Guide 7th Edition, one of the principles of project management is to collaborate with stakeholders. This means that the project manager should engage the team and other stakeholders in the planning, execution, and monitoring of the project, and seek their input and feedback. When a new request to integrate more features to a product arises, the project manager should discuss the problem with the team and decide how to do the work together, as this will help to find the best solution that meets the stakeholder expectations and the project constraints. Asking the team to accelerate the iterations, verifying the team performance, or recommending an increase in the budget are not collaborative strategies, as they do not involve the team in the decision-making process, and they may not address the root cause of the problem or the impact of the new request on the project scope, schedule, quality, and risks. References: PMBOK Guide 7th Edition, page 11-12.

NEW QUESTION 143

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

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

Answer: D

Explanation:

The project manager should establish common ground through collaboration and understanding the team members' needs in order to negotiate between them and reach an agreement that will advance the project. This is a technique of conflict resolution that involves finding a mutually acceptable solution that partially satisfies both parties¹. The project manager should facilitate a constructive dialogue between the team members, listen to their perspectives and concerns, and help them identify areas of agreement and compromise². Encouraging a positive ongoing relationship between the team members (A) may be a good outcome of the negotiation, but it is not a technique to achieve it. Coaching and mentoring the team members to build consensus and resolve the conflict (B) may be a useful approach, but it is not a direct way of negotiating between them. Organizing a team-building event to improve the morale among team members © may be a beneficial activity, but it does not address the specific issue of the misunderstanding between the two team members. References: 1: PMBOK Guide, 6th Edition, p. 5042; 2: Top 60+ PMP Exam Questions and Answers for 2023 - KnowledgeHut

NEW QUESTION 145

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