

# Exam Questions PMP

Project Management Professional

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#### NEW QUESTION 1

A project manager is working on an agile project in a changing business environment. The project sponsor is worried about benefits realization and asks the project manager to pay attention to changes that can affect the project.

Which action should the project manager take to identify changes that may affect the product?

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

**Answer: C**

#### NEW QUESTION 2

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

**Answer: D**

#### NEW QUESTION 3

A project lead is working on an agile project to build the team's vision, including the decision-making process.

It was decided that the team will vote on items, and if 90% of the team agrees on a decision, then it will be carried forward. At the very first technical design meeting, the team makes a decision that the project lead strongly disagrees with. How should the project lead proceed?

- A. Refuse to let the team proceed with the work based on their decision.
- B. Take the technical team lead aside and try to persuade them to change their vote.
- C. Note the reasons for the disagreement and let the team proceed.
- D. Set up a meeting with the project champion and ask them to intervene.

**Answer: C**

#### NEW QUESTION 4

A new engineer was assigned to a project. Although the engineer has adequate skills for the job, they always wait for authorization from the project manager before acting.

What should the project manager do?

- A. Obtain related training for the new team member.
- B. Determine the appropriate level of decision-making authority and empower the engineer.
- C. Make all of the decisions for the engineer in order to keep the workflow on track.
- D. Replace the resource with an experienced engineer.

**Answer: B**

#### NEW QUESTION 5

A company recently adopted agile to develop innovation projects. The project manager is experiencing problems with some team members who consider some agile ceremonies to be unnecessary.

What should the project manager have done before the beginning of the project?

- A. Conducted a survey to determine if the team was willing to adopt agile ceremonies on the current project.
- B. Prepared an inception deck and clearly explained the purpose of agile ceremonies and their benefits to the project.
- C. Discussed with the product owner and requested assistance by requiring the adoption of agile ceremonies.
- D. Discussed with the project sponsor about convincing the team to adopt the agile ceremonies as part of their routine.

**Answer: B**

#### NEW QUESTION 6

A stakeholder informs the project manager about a few compliance-related gaps and issues. The stakeholder then presents several suggestions to the project manager to address the issues.

What should the project manager do?

- A. Use the compliance issues to identify coaching and mentoring opportunities.
- B. Log the feedback from the compliance gaps in the lessons learned register.
- C. Review this with the project sponsor to avoid compliance gaps and issues.
- D. Discuss the suggestions with the staff responsible for the compliance issues.

**Answer: D**

#### NEW QUESTION 7

A project is ready to start, and resources are allocated. The development manager then informs the project manager that a critical resource is no longer available due to a family emergency. The development manager indicates that all other developers have been assigned to other projects, and there is no capacity for any

developer to take on additional work. What should the project manager do next to fulfill this resource need?

- A. Determine resource allocation options based on project priority.
- B. Apply changes to the existing resource allocations and inform the development manager.
- C. Meet with the sponsor to determine how to rebaseline the schedule.
- D. Inform the sponsor of the situation and request an extension of the target completion date.

**Answer:** A

#### NEW QUESTION 8

During execution of a complex project, the project manager encounters numerous change requests from various teams. These changes may result in the project not meeting its objectives.

How should the project manager ensure that these changes are managed effectively?

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

**Answer:** A

#### NEW QUESTION 9

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

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

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

**Answer:** B

#### NEW QUESTION 10

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

What should the project manager do next?

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

**Answer:** B

#### NEW QUESTION 10

A project that is using an incremental approach has colocated team members and is using a kanban board to visualize the work in progress (WIP). A key external stakeholder requests that all project activities be placed on hold until a status report is distributed.

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

- A. Stored project documentation in a shared folder.
- B. Organized monthly meetings with the external stakeholders.
- C. Invited all of the stakeholders to daily standup meetings.
- D. Sent weekly status update reports to all of the stakeholders.

**Answer:** A

#### NEW QUESTION 12

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

What should be the project manager's next steps?

- A. Inform the client of the problem and follow the change request process.
- B. Amend the design specifications and pass them to the development team for reprogramming.
- C. Make a change request and get formal approval from the project owner.
- D. Conduct a proof of concept to make sure there are no problems in the revised design.

**Answer:** C

#### NEW QUESTION 13

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

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

D. Discuss with the sponsor that the project scope is approved and it is not possible to include two locations as it will affect the budget.

**Answer: C**

#### NEW QUESTION 14

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. Phone conversations
- B. Video conferencing
- C. Encrypted emails
- D. Chat conversations

**Answer: B**

#### NEW QUESTION 15

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

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

**Answer: B**

#### NEW QUESTION 16

A company is implementing a growth strategy by constructing a new production facility, which will soon move into the operation phase. Although a governance policy was already in place, the company must comply with new financial regulations that have been recently implemented. Compliance with the regulations will cause a major change in project scope. How should the project manager respond to this requirement?

- A. Proceed with the existing company governance policy.
- B. Perform an analysis to assess the impact on the project.
- C. Directly comply with the financial regulations.
- D. Escalate the issue to upper management and let them decide.

**Answer: B**

#### NEW QUESTION 21

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

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

**Answer: B**

#### NEW QUESTION 23

A project manager at a large corporation has been assigned to oversee a customer experience project. Within the project, customer satisfaction is a big issue and there are many unresolved customer queries on a daily basis. The project manager has been informed that the customer service team is overwhelmed with these unresolved queries.

Which two actions should the project manager take to correct this problem? (Choose two)

- A. Contact the customers in batches and inform them that the issues are being worked on currently.
- B. Confirm the issues truly exist by conducting a survey and other analyses that may detect the real issue.
- C. Deploy solutions that will track, prioritize, and resolve queries as soon as possible.
- D. Ask senior management to replace the customer service manager with a more qualified one.
- E. Request that the customer service team prioritizes work on queries that are received this week.

**Answer: BC**

#### NEW QUESTION 25

A project manager is developing the stakeholder register and is having trouble understanding the motivation of some of the stakeholders. What should the project manager do to get this information?

- A. Organize a one-on-one conversation with each stakeholder.
- B. Request stakeholders articulate their motivations at the kick-off meeting.
- C. Email project objectives to all stakeholders and ask for endorsement.
- D. Identify each stakeholder's motivations from the business case.

**Answer: A**

#### NEW QUESTION 26

A project manager is working on an agile project that is within the scope of a recently announced corporate audit. The project manager was appointed to attend the first meeting with the auditors scheduled for the following week. What should the project manager do to prepare for the audit?

- A. Reserve story points for the next iteration if needed.
- B. Review the project information.
- C. Ask the development team to provide compliance information.
- D. Ask for a waiver during the audit.

**Answer:** B

#### NEW QUESTION 31

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

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

**Answer:** A

#### NEW QUESTION 36

A project manager is part of a balanced matrix project organization. The project manager will receive all work performance updates directly from the new sourcing department head who has no time to spare to give the project manager the information. What should the project manager do?

- A. Request information directly from the sourcing department team members.
- B. Present the situation to the manager of the sourcing department head.
- C. Discuss the situation with the company project sponsor for advice.
- D. Work out a resolution in consultation with the sourcing department head.

**Answer:** D

#### NEW QUESTION 40

A large project requires new equipment to support the project execution. The procurement manager communicated to the project manager that the delivery of the newly purchased equipment will be delayed. The project manager is concerned that this will directly effect the project schedule. What should the project manager do next?

- A. Validate the information and update the risk management plan.
- B. Update the risk register and discuss it with the project stakeholder
- C. b
- D. Source second-hand equipment in order to prepare for any delivery delays.
- E. Update the sponsor of the potential issue and ask for any suggestions.

**Answer:** B

#### NEW QUESTION 42

A project manager is leading a cross-departmental project that involves many stakeholders. During the project, the project manager observes that the stakeholders are diverse and have different expectations about how the project should be handled. This leads to frequent confusion and misunderstandings among the stakeholders. What should the project manager do to integrate the diverse stakeholder groups?

- A. Advise the team members to focus on project work and avoid getting distracted by the stakeholders' disagreements.
- B. Hold separate meetings with the individual stakeholders and escalate their concerns to the project sponsor.
- C. Develop a joint quality policy for the project and seek a commitment by all of the departments.
- D. Analyze the probability and impact of the risks linked with the situation and implement the proper response plan.

**Answer:** C

#### NEW QUESTION 45

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

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

**Answer:** B

#### NEW QUESTION 47

A project manager is leading a software development project that will assist in maintenance management for a power plant. The project manager is analyzing project performance data and trying to forecast if the project will have any slippage in the future. What should the protect manager do?

- A. Perform quality control analysis.
- B. Perform root cause analysis (RCA).



- C. Perform trend analysis.
- D. Perform schedule analysis.

**Answer:** C

#### NEW QUESTION 49

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

**Answer:** A

#### NEW QUESTION 53

A project manager is performing earned value management (EVM) for a cross-country pipeline project. The project manager has determined the ratio of earned value (EV) to actual cost (AC) for the project and has found the calculated result to be 0.9024. What does this value mean for the project?

- A. The project has started exceeding the planned cost.
- B. The project is earning less value than was planned.
- C. The project has earned more value than planned.
- D. The project is close to exceeding the planned cost.

**Answer:** A

#### NEW QUESTION 55

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

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

**Answer:** B

#### NEW QUESTION 57

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

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

**Answer:** D

#### NEW QUESTION 58

A project team is trying to meet the milestone target dates in order to receive a bonus promised by the project sponsor. Unforeseen challenges and poor communication among the team members resulted in mistakes and delays. Tensions are high, and the sponsor is concerned. What should the project manager do?

- A. Schedule a team-building activity to boost the team's morale.
- B. Discuss with the team how the project objectives can be met.
- C. Organize a team meeting to remind the team of the ground rules.
- D. Request that the sponsor increase the bonus for high performers.

**Answer:** A

#### NEW QUESTION 60

A project manager is leading a software development project that will assist in maintenance management for a power plant. The project manager is analyzing project performance data and trying to forecast if the project will have any slippage in the future. What should the project manager do?

- A. Perform quality control analysis.
- B. Perform schedule analysis.
- C. Perform trend analysis.
- D. Perform root cause analysis (RCA).

**Answer:** C

#### NEW QUESTION 64

An important national project is in the execution phase. A time constraint activity must be conducted on-site by a specialist from another country. Due to travel restrictions, the specialist cannot perform the activity on-site. The activity cannot be completed without the specialist's expertise. The project team is actively seeking assistance in order to complete the job on time.

What should the project manager do to help the project team?

- A. Reschedule the project until the local travel restrictions are lifted.
- B. Schedule virtual sessions with the specialist to guide the team in completing the activity.
- C. Seek additional budget to train the project team on the required skill set.
- D. Refer to the organization's lessons learned repository and find an alternative solution.

**Answer:** A

#### NEW QUESTION 68

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

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

**Answer:** A

#### NEW QUESTION 72

At a project meeting, a business analyst requires input from a marketing consultant to continue working on a task. The business analyst has tried to contact the consultant but has been told that the consultant does not have the time to discuss the project. What should the project manager do to move the project forward?

- A. Escalate the issues about the consultant to the functional manager so the consultant dedicates the necessary time to the project.
- B. Include a new project risk into the risk register and allocate the consultant as the risk owner as it is their responsibility to provide input.
- C. Discuss the request with the consultant and set up time with the business analyst and consultant to discuss the project requirements.
- D. Urge the business analyst to continue contacting the consultant to discuss the project since this is the responsibility of the business analyst.

**Answer:** C

#### NEW QUESTION 75

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

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

**Answer:** D

#### NEW QUESTION 76

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

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

**Answer:** B

#### NEW QUESTION 78

A project team has finished its first iteration out of six. The iteration's delivery performance (velocity) was 50%. During the iteration retrospective, the team realizes that the complexity of the work was underestimated. What should the project manager do?

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

**Answer:** B

#### NEW QUESTION 83

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

- A. Explain to the key stakeholder the way in which the project team communicates information.
- B. Ask the project sponsor to hold a meeting with the key stakeholder to ensure that the stakeholder is engaged in the project.
- C. Send relevant information to all key stakeholders simultaneously to ensure consistent communication.

D. Update the communications management plan to fulfill the key stakeholder's expectations about relevant information.

**Answer:** D

#### NEW QUESTION 85

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

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

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

**Answer:** D

#### NEW QUESTION 87

A project manager is working with a Scrum team that is continually missing deadlines. The steering committee is concerned about the project as it is not clear that it will deliver the expected value. After some analysis, the project manager discovers there is a mismatch of competencies in one of the teams.

What should the project manager do?

- A. Provide appropriate training to compensate for the mismatch.
- B. Emphasize to the teams the importance of meeting the agreed deadlines.
- C. Update the project schedule to reflect the delay.
- D. Accept the risk of the project missing deadlines due to the mismatch.

**Answer:** A

#### NEW QUESTION 91

A project manager is working on a multinational project that has more than 100 stakeholders. The project manager is concerned about the appropriate stakeholder participation and involvement level required for successful project delivery. What should the project manager do?

- A. Communicate with the stakeholders to find a solution.
- B. Review the issue log with the project stakeholders.
- C. Evaluate the stakeholder engagement assessment matrix.
- D. Perform a stakeholder assumption and constraint analysis.

**Answer:** C

#### NEW QUESTION 95

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

Which action should the project manager take?

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

**Answer:** A

#### NEW QUESTION 96

A project manager has recently been assigned to a new project. When the project manager first meets the project team, the team tells the project manager that all of the management plans and documents for the project are missing.

What should the project manager do?

- A. Ask the stakeholders to develop all of the project artifacts so the project team can continue their scheduled activities.
- B. Create the project management plans with the project team and share the documents with the stakeholders.
- C. Continue working on scheduled tasks to avoid delaying the project and leave the development of project artifacts for later.
- D. Adapt the project management plans and documents from previous executed projects in order to save time.

**Answer:** B

#### NEW QUESTION 101

A steering committee member is complaining about the weekly report. They stated that the report is too long and has unnecessary details. As a result, they are unable to obtain the main message and take action.

What should the project manager do to avoid similar complaints?

- A. Present the status at a weekly meeting with the steering committee.
- B. Verify the information needed for steering committee members.
- C. Send a shorter daily report to this steering committee member.
- D. Demonstrate the weekly reports in a presentation for the steering committee member.

**Answer:** B



#### NEW QUESTION 104

A project manager was replaced in the early phases of a new project. The new project manager discovers that the business team is not supporting the project. After discussing these concerns with the team, it is determined that the project does not have the full support of senior management. What should the new project manager do next?

- A. Send out a status report describing the situation to the stakeholders and request general assistance.
- B. Request the business team to clearly define their issues with the project work completed to date.
- C. Study the stakeholder analysis to understand which stakeholder holds the most influence and seek their assistance.
- D. Ask senior management to be more involved with the project and to provide their full support.

**Answer: C**

#### NEW QUESTION 109

An external project manager is managing the construction of new corporate offices for a large company. The project management plan states that it is necessary to contract a highly trained external resource to revise and validate an important project component. The client has rejected hiring the external resource because of the high cost, even though it is within the project budget. What should the project manager do to resolve this issue?

- A. Evaluate the consequences and meet with the client to explain the possible scenarios.
- B. Hire the resource in order to achieve the project objectives.
- C. Try to accomplish the task internally by leveling resources from other projects.
- D. Ask the client for a meeting and explain that the task will not be performed.

**Answer: A**

#### NEW QUESTION 113

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

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

**Answer: A**

#### NEW QUESTION 117

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

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

**Answer: C**

#### NEW QUESTION 122

The project sponsor reports that a key stakeholder is complaining about performance differences in the metrics reported by the project manager, which gives the impression that the project is out of control. The project manager has been providing the project's status according to the agreedupon communications management plan. This key stakeholder, however, seldom attends the status report meetings. What should the project manager do first to address this situation?

- A. Evaluate the communication needs to discover the gaps and adjust the original plan if needed.
- B. Use the contingency reserves to implement fast tracking and improve the schedule key performance indicators (KPIs).
- C. Review the resource breakdown structure (RBS) to request the main stakeholder's manager to replace the stakeholder.
- D. Provide evidence to the project sponsor that the project is on track and the communications have been sent.

**Answer: A**

#### NEW QUESTION 127

A project manager is well informed on the industry standards of the organization and believes that they are not reflected in the project deliverables. What should the project manager review next?

- A. Quality process
- B. Quality management plan
- C. Organizational process assets (OPAs)
- D. Project charter

**Answer: C**

#### NEW QUESTION 131

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

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

Answer: B

#### NEW QUESTION 133

A project manager decided to use a highly adaptive approach to manage a large-scale project. In this project, there are many iterative tasks that utilize highly specialized experts. The project manager would like to create practical plans with high levels of buy-in from the team members. What should the project manager do next?

- A. Assign critical tasks to the most experienced team members.
- B. Review the budget with the team for the needed resources.
- C. Review lessons learned from similar projects with the team.
- D. Explain the higher-level objectives to be assigned to the team.

Answer: C

#### NEW QUESTION 138

Knowledge sharing has been a key priority for a complex technological project with a large number of team members. During the project execution phase, the project manager receives numerous complaints from all team members that they are overloaded with knowledge-sharing emails, which contain useful information but are unmanageable due to the high volume. What should the project manager do to solve this problem?

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

Answer: B

#### NEW QUESTION 142

In an industrial plant, the owner has decided to add more capacity to the plant by installing a new machine and updating the software used in production. This capacity enlargement will occur while the plant is still functioning and producing. The software update will be accomplished using an agile approach in order to minimize risk. The machine procurement, installation, and integration will be accomplished using predictive approaches. What types of communications will the project manager have to design into the schedule management plan to ensure the project will be on schedule?

- A. Biweekly written status reports from the relevant stakeholders
- B. Weekly colocated meetings with the relevant stakeholders
- C. Biweekly conference calls with the relevant stakeholders
- D. Weekly one-on-one meetings with each of the relevant stakeholders

Answer: D

#### NEW QUESTION 145

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

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

Answer: A

#### NEW QUESTION 150

A project being constructed in a remote rural area is nearing the end of construction. The project manager would like to share the good news with stakeholders. How should the project manager communicate with the local community?

- A. Social media
- B. Email
- C. Meetings
- D. Newspapers

Answer: A

#### NEW QUESTION 152

A building management system (BMS) project is in its commissioning phase and handover to the operations team will commence soon. However, the project manager noted that both the project and operation teams are not able to properly operate the BMS. As a result, there is an increased risk of the project schedule being delayed.

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

- A. Allocated a dedicated handover team at early stages of the project
- B. Allocated proper resources for training on BMS in the project plan
- C. Made some adjustments to BMS to be more suitable for the teams
- D. Brought both teams together in a joint meeting to resolve the issue

Answer: B

#### NEW QUESTION 155

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

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

Answer: C

#### NEW QUESTION 159

A hospital is running a project for one of their internal critical systems to manage billing patient data and record management along with consultation reports and input from physicians. The project manager now needs to categorize the identified risks.

Drag each risk type on the left to its correct example on the right.

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

- A. Mastered
- B. Not Mastered

Answer: A

Explanation:

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

#### NEW QUESTION 160

A customer reviewed the plan for a project with high uncertainty. The customer expressed concerned about the work requiring SO many iterations with a risk of not reaching the mandatory delivery date.

Which approach should the project manager use in this situation?

- A. Hybrid approach
- B. Predictive approach
- C. Kanban approach
- D. Agile approach

**Answer:** A

#### NEW QUESTION 162

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

**Answer:** D

#### NEW QUESTION 163

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

What should the project lead do?

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

**Answer:** D

#### NEW QUESTION 168

During the lessons learned workshop, one stakeholder mentioned that the project was unsuccessful as it did not deliver the expected business value. What should the project manager do to address this concern?

- A. Review the project management plan tasks with the stakeholders.
- B. Review the project management plan budget with the stakeholders.
- C. Review the business benefits realization plan with the stakeholders.
- D. Review the communications management plan with the stakeholders,

**Answer:** C

#### NEW QUESTION 169

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

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

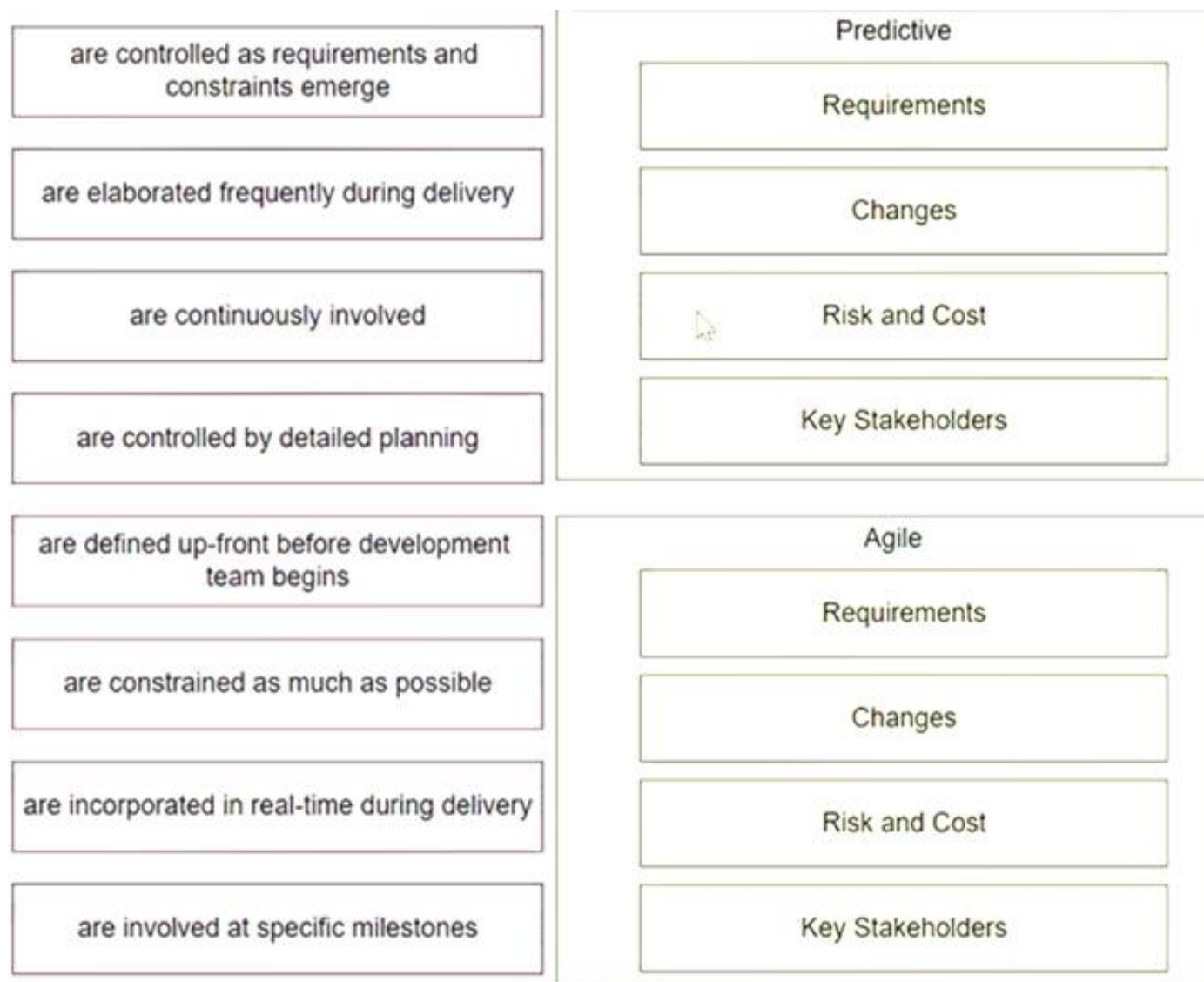
- A. Create a framework to justify project execution.
- B. Utilize an agile approach for all upcoming projects.
- C. Create a framework to support project success.
- D. Utilize a predictive approach for all upcoming projects.

**Answer:** C

#### NEW QUESTION 174

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





- A. Mastered
- B. Not Mastered

**Answer:** A

**Explanation:**

Graphical user interface, application Description automatically generated

**NEW QUESTION 177**

A few developers have identified a list of impediments at the daily standup and are asking for the project lead's assistance in prioritizing them. There are a few complex backlog items, and a new junior tester has identified a few compliance defects. The product owner and a couple of developers will be leaving the project team, and the contract with the test and production support partner will not be renewed.

Which issue should the project lead focus on first?

- A. Developing a new contract for production support.
- B. Finding a new product owner to prioritize the product backlog.
- C. Regulatory compliance issues discussed in the meeting.
- D. Recruiting, onboarding, and training new developers.

**Answer:** B

**NEW QUESTION 178**

A team is preparing the closing phase and building a plan for the next phase. One of the project sponsors is complaining that the last phase had some quality deliverable issues. However, the quality acceptance document was signed.

What should the project manager do?

- A. Reopen the quality acceptance documentation to add the sponsor's complaints.
- B. Schedule a quality review meeting and include the sponsor's complaints.
- C. Review best practices and lessons learned and apply them to the project plan.
- D. Postpone the next project phase until the impact of the quality issues is assessed.

**Answer:** B

**NEW QUESTION 182**

A project manager is leading a hybrid project that is building an app for a travel industry startup. Due to unforeseen events, the features and the overall solution will not be useable by many customers due to new travel restrictions.

What should the project manager do first?

- A. Release the team and help them achieve their potential on a new project.
- B. Ask the organization's management for advice regarding the project's direction.
- C. Assess the environmental changes and recommend a pivot for the project.
- D. Pause the project if business value cannot be reached and collect lessons learned.

**Answer:** B



#### NEW QUESTION 187

An agile team is in the early phases of the development cycle for a project; however, they have already begun to deliver functionality to the customer. The team has identified risks to the project and are working on developing the mitigation strategy. What should the project manager do next?

- A. Incorporate and prioritize the risks in the risk register according to impact.
- B. Escalate the risk to the project sponsor and steering committee.
- C. Implement the risk mitigation strategy according to the highest impact.
- D. Determine if any of the new risks have any financial impact.

**Answer:** A

#### NEW QUESTION 188

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

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

**Answer:** C

#### NEW QUESTION 190

A primary stakeholder is unable to join the project status meetings consistently. The project manager has been communicating with this stakeholder informally and regularly to ensure that the stakeholder is up to date on the project. However, the project manager has recently resigned and will not be meeting with the new project manager prior to departure.

How should the project manager ensure that the new project manager continues to update this particular stakeholder?

- A. Update the communications management plan with specific information on stakeholder engagement.
- B. Update the stakeholder engagement plan with the specific communication needs for the stakeholder.
- C. Ensure that the project team has been provided guidance on the specific needs of this stakeholder.
- D. Ensure that the project documents contain specific instructions regarding the stakeholder.

**Answer:** A

#### NEW QUESTION 194

A highly critical project is in jeopardy due to missing professional resources. What should the newly assigned project manager do first?

- A. Find available professionals within the organization to fill the gaps.
- B. Allocate funding for seeking external professionals to fill the gaps.
- C. Determine the possibility for team members to split up the required tasks.
- D. Request additional budget for team training for the missing expertise.

**Answer:** A

#### NEW QUESTION 199

A project is on its fifth iteration out of six. One member of the team has left the company unexpectedly. What should the project manager do next?

- A. Detail the reason for the project delay in the status report.
- B. Invite the stakeholders to discuss a mitigation plan.
- C. Take on some of the necessary work to minimize the impact.
- D. Register an issue and escalate it to the project sponsor.

**Answer:** B

#### NEW QUESTION 201

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

What should the project manager do to address the issue?

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

**Answer:** C

#### NEW QUESTION 204

A project manager and project team are developing a strategic approach to engage the internal and external stakeholders. Which approach should be followed?

- A. Schedule status meetings with all stakeholders to allow their participation in all project discussions and reports.
- B. Analyze both internal and external stakeholders and develop a customized engagement strategy for each stakeholder.
- C. Involve only the internal stakeholders, as the external stakeholders should not have access to confidential information.
- D. Classify all high-risk stakeholders and request that the project sponsor communicate directly with them.

**Answer:**

B

#### NEW QUESTION 209

A company is going through structural changes. A couple of people will leave the company as their positions were made redundant. The team members are unhappy as they do not understand why the changes are being made when the project is on track. What should the project manager do?

- A. Advise the team to continue their work as planned because the schedule cannot be changed.
- B. Organize a team meeting to discuss the changes and their importance for the company.
- C. Advise the team that the changes were decided by the CEO and must be implemented.
- D. Inform the project sponsor about the team's unhappiness and ask for overtime pay.

**Answer: B**

#### NEW QUESTION 212

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

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

**Answer: A**

#### NEW QUESTION 217

A subject matter expert (SME) external to the project team provides a suggestion that will save the project delivery time. This SME has available time to support the project, but was not planned to be involved in the current agile iteration. What should the project manager do?

- A. Bring the SME on board immediately and discuss the implications later.
- B. Ask the existing team members to collaborate with the SME and complete the activity.
- C. Ask the SME to complete all of the necessary changes, which will save time.
- D. Direct the team member to ignore the SME's changes as they were not planned.

**Answer: B**

#### NEW QUESTION 219

During a monthly review meeting, a high-performing team member raised a concern about the quality feedback mechanism. The team member expressed that they are not able to deliver high-quality output. What should the project manager do first?

- A. Assign the work based on the skill sets of team members.
- B. Request feedback from stakeholders about the quality delivery.
- C. Assign the work in consultation with the functional manager.
- D. Discuss this with the team and review the quality process.

**Answer: D**

#### NEW QUESTION 224

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

**Answer: C**

#### NEW QUESTION 228

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

**Answer: D**

#### NEW QUESTION 231

A project team member, who is inexperienced in system development work is not performing well. Currently, there are no other staff members available who are qualified to complete the work. What should the project manager do?

- A. Assess the team member's development requirements and arrange for the team member to receive training.
- B. Seek approval from the project sponsor to use some of the project budget reserve to hire a new resource.
- C. Work with the functional manager to determine an incentive for the team member to complete the project.

D. Request a substitute for the team member with a new resource who is more skilled in system development work.

**Answer:** A

#### NEW QUESTION 232

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

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

**Answer:** D

#### NEW QUESTION 233

A software development project completed the initiation phase. The technical design was approved by the project steering committee. Later, it was discovered that the design will impact the company's production system. A new technical design must be found and this could delay the project by 3 months. What should the project manager do first?

- A. Log the technical design delay as a risk in the project risk log.
- B. Set up a steering committee session to review the project delay.
- C. Continue with the approved design so that the project is not delayed.
- D. Ask the steering committee to approve a new technical design.

**Answer:** A

#### NEW QUESTION 237

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

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

**Answer:** A

#### NEW QUESTION 239

A project manager is leading a project team composed of members with varying levels of knowledge and experience. Some are experts and some have less than 1 year of experience. The project schedule was approved by the steering committee. What should the project manager do?

- A. Ask the less-experienced members to perform tasks exactly as they are instructed by the experienced members.
- B. Ask each experienced member to be the mentor to one of the less-experienced members.
- C. Ask the more experienced members to review all of the tasks performed by the less-experienced members.
- D. Ask the resource manager to replace the less-experienced members with more experienced team members.

**Answer:** B

#### NEW QUESTION 244

A project team is working on the design of a solution for a complex project. Due to a lack of clarity of the customer's requirements, daily meetings were agreed upon between the team and the customer. There are a few external contractors in the project who do not agree with this idea as they feel it is a waste of time. What should the project manager do?

- A. Welcome and involve the contractors as part of the project team.
- B. Ask the contractors to meet with the customer independently.
- C. Ask the customer to develop a document with the requirements.
- D. Warn and penalize the contractors who do not attend the meeting.

**Answer:** A

#### NEW QUESTION 245

A project manager wants to assign a junior engineer to a new project. In past projects, the engineer showed initiative to take on complex tasks and solve problems in innovative ways without any need for encouragement. However, the engineer declines the project manager's invitation to join the new project. What is the most likely reason for the engineer's refusal to work on the project?

- A. The engineer did not feel welcome or enjoy working with the other project team members.
- B. The project manager did not follow the normal hiring process with the engineer's functional manager.
- C. The engineer has "project burnout" from working long hours and solving difficult problems.
- D. The project manager did not sufficiently support and recognize the engineer's professional growth.

**Answer:** D

#### NEW QUESTION 246

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

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

**Answer:** A

#### NEW QUESTION 250

Several components of an expensive manufacturing project have been returned by the customer. The customer is complaining that the quality of the components is poor and is concerned that, as a result, their products will be returned due to quality issues.  
The project manager is certain that quality has been maintained.  
How should the project manager communicate with the customer to help assure them that the project has produced quality products?

- A. Show the customer the tolerance and control limits.
- B. Show the customer sample results from the current batch.
- C. Show the customer a sample history of quality.
- D. Show the customer the quality control measurements.

**Answer:** D

#### NEW QUESTION 253

A customer is concerned about the time required to complete a project and is asking the project team to reduce the number of iterations required to complete the product. Which approach should the project manager take?

- A. Ask the team to raise blockers or impediments in daily meetings.
- B. Prioritize deliverables based on business value and define frequent releases.
- C. Ask the team to challenge the project estimations for a faster delivery.
- D. Prioritize the tasks with high risks to reduce the number of iterations required.

**Answer:** B

#### NEW QUESTION 254

There is a conflict on an agile project about following organizational processes, many of which do not add any value to the project. To resolve this, which one of the following should be regarded with the highest priority?

- A. Needs of the customer
- B. Needs of the project manager
- C. Needs of the agile lead
- D. Needs of the organization

**Answer:** A

#### NEW QUESTION 255

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

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

**Answer:** D

#### NEW QUESTION 256

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

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

**Answer:** B

#### NEW QUESTION 259

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

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



- C. Define a risk management plan for the new approach, as needed.
- D. Review the communications management plan to identify new stakeholders.

**Answer:** A

#### NEW QUESTION 261

A project manager is performing the scrum master role for a project team of developers. At the daily standup, a couple of developers complain about the noise from a neighboring team, the performance of their laptops, and the difficulty in booking meeting rooms. What should the project manager do?

- A. Acknowledge the impediments and facilitate their resolutions.
- B. Note the impediments and escalate them to the product owner.
- C. Note the impediments and work on addressing them later.
- D. Assign actions to all stakeholders and oversee their implementation.

**Answer:** A

#### NEW QUESTION 262

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

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

**Answer:** C

#### NEW QUESTION 267

An agile team is brainstorming and prioritizing all of the risks according to severity. What should the team do about the identified risks?

- A. Mitigate the risks that are applicable to the current and following iterations.
- B. Focus on the project deliverables rather than the documented risks.
- C. Agree that any issue can be handled when it becomes a problem.
- D. Acknowledge that the risks will be handled in the corresponding iteration.

**Answer:** A

#### NEW QUESTION 269

During the execution of a construction project, one of the neighboring businesses is complaining that the current building height does not agree with the initial project plans. What should the project manager do first?

- A. Ask the neighbor to leave the site immediately because the site is on private property.
- B. Inform the neighbor that all of the project documentation has been approved.
- C. Inform the neighbor that the complaint will be escalated to the project sponsor.
- D. Ask the neighbor to submit a formal complaint about their concerns.

**Answer:** D

#### NEW QUESTION 270

A project manager was informed by their supplier that there will be an upcoming raw material shortage due to a regulatory change. What should the project manager do?

- A. Tell the supplier that they have an obligation to supply the raw material.
- B. Search for a new supplier that can deliver the same materials on time.
- C. Seek advice from the legal department and implement penalties.
- D. Assess the possible impact of the raw material shortage on the project.

**Answer:** D

#### NEW QUESTION 271

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

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

**Answer:** B

#### NEW QUESTION 272

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



apply to all the features.

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

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

**Answer:** B

#### NEW QUESTION 275

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

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

**Answer:** D

#### NEW QUESTION 280

After the merger of two large companies, a project manager is assigned to a project. The company hires a consultant to ensure best practices are being used in information security. During an iteration, the consultant requests changes to a software component, claiming that it is not meeting market requirements. What should the project manager do?

- A. Continue the iteration and add the requested changes.
- B. Continue the iteration and review the change with the customer.
- C. Cancel the iteration and meet with the product owner.
- D. Cancel the iteration and add the requested changes.

**Answer:** B

#### NEW QUESTION 281

A senior manager attends one of the project review meetings and expresses concern that the project will not meet the quality standards. What should the project manager do?

- A. Estimate the backlog items to forecast quality.
- B. Ask the senior manager to approve the user acceptance testing (UAT) plan.
- C. Review the quality management plan with the senior manager.
- D. Inform the senior manager that there are approved quality standards.

**Answer:** C

#### NEW QUESTION 285

A laboratory is launching a new product, defined to be executed in eight iterations with a fixed release date. At the beginning of the second iteration, the project manager realizes that a significant regulatory feature is missing in the project backlog. What should the project manager do?

- A. Ask the product owner to add the missing feature in the backlog.
- B. Invite stakeholders to discuss the impact of adding the regulatory feature.
- C. Estimate the related cost and ask for a project extension.
- D. Increase the capacity of the team to include the missed feature.

**Answer:** B

#### NEW QUESTION 289

A team shared a complaint regarding the scrum master during the last sprint review. The team expressed that they were delayed because the scrum master did not remove impediments, such as scheduling some meetings with external teams and obtaining a room to work collaboratively, among other critical blockers. What should the project manager do?

- A. Request an additional resource to assist in solving all of the impediments listed by the team.
- B. Determine and agree when a situation becomes an impediment to be solved by the scrum master.
- C. Request the team review and prioritize the open impediments to resolve all of them as soon as possible.
- D. Push back, explaining that a self-organized team should address all of the problems to get the work done.

**Answer:** B

#### NEW QUESTION 293

A project manager notices that a new junior team member's suggestions are constantly rejected by senior team members. The senior team members find the suggestions valid and innovative, but unrealistic. Following several project assignments, the senior members request to have the junior team member removed. What should the project manager do next?

- A. Accept the demands and remove the junior team member.
- B. Encourage further and deeper discussions among team members.
- C. Group the new team members together for training purposes.
- D. Remove possible conflicts from future project assignments.

**Answer:** B

#### NEW QUESTION 295

A project team created user stories after understanding the customer requirements. As the project progresses, the project manager observes that there are too many change requests. The team feels that the outcomes they are working on are not aligned with the customer requirements. What should the project manager do?

- A. Refer to the configuration management knowledge base for similar projects delivered in the past.
- B. Arrange for a workshop with the customer to understand the business values expected from the outcomes.
- C. Include a representative from the customer to work collaboratively with the team.
- D. Acknowledge that the current team needs improvement and hire more qualified team members.

**Answer: C**

#### NEW QUESTION 298

During the closing process, the project manager learns that one deliverable is not meeting customer expectations. How should the project manager proceed?

- A. Contact the project sponsor and ask for help in negotiating the closing of the project with the customer.
- B. Ask the customer to issue a change request with the information to analyze and provide a solution.
- C. Review the deliverable requirements, check the customer approval criteria, and proceed accordingly.
- D. Meet with the customer to reach agreement on the scope of the deliverable that will satisfy both parties.

**Answer: C**

#### NEW QUESTION 303

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

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

**Answer: C**

#### NEW QUESTION 307

A project manager is leading a product feature rollout that will gain more subscribers for a video-streaming application. During the backlog grooming phase, the business stakeholders were unable to understand the feature integration with the product and raised concerns. What can the project manager do to demonstrate the feature integration?

- A. Involve business stakeholders in the iteration retrospective.
- B. Include the business stakeholders in the iteration review.
- C. Review the backlog in detail with the business stakeholders.
- D. Create a task for the iteration review and add it to the backlog.

**Answer: B**

#### NEW QUESTION 310

A team has had issues with behavior on an ongoing project, which is causing conflicts. As a result, the team is losing momentum and falling behind in its sprints. How should the project manager handle this situation?

- A. Engage a counselor to reconcile the situation between the team members affected.
- B. Control backlog assignments and reduce direct communications between team members.
- C. Revisit the ground rules and team communication protocols, and discuss what is happening.
- D. Require team members experiencing the conflicts to take a day off from work.

**Answer: C**

#### NEW QUESTION 313

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

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

**Answer: D**

#### NEW QUESTION 317

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

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

Answer: B

#### NEW QUESTION 322

After a recent status review meeting, the project manager becomes aware that an influential stakeholder is unclear about the purpose and benefits of the project. Consequently, the stakeholder has questioned the viability of continuing the project. What should the project manager do next to address the situation?

- A. Speak with the project sponsor to find out if the stakeholder would agree to a one-on-one review session.
- B. Log the stakeholder's comments in the risk register as a high-impact threat to the project's completion.
- C. Consider the stakeholder's concerns and review the project charter with the project sponsor.
- D. Note the stakeholder's concerns but disregard them with regard to the project activities.

Answer: B

#### NEW QUESTION 325

A project manager is starting a new project, and the project team is located in different countries. The team was going to use a specific tool to hold virtual meetings.

However, that tool is not available in one team member's country. How should the project manager deal with this situation?

- A. Contact the project sponsor to have the team member removed from the project.
- B. Ask the team member to move to another location where the tool is available.
- C. Start the project and use email to communicate with the team member until the tool is available.
- D. Investigate alternative tools for virtual meetings that are available to all team members.

Answer: D

#### NEW QUESTION 329

All project team members refer to the project manager for various decisions. This causes delays for some tasks, as the project manager is usually preoccupied in meetings throughout the day.

What should the project manager do to prevent these delays?

- A. Review the Pareto diagram to identify the source of delays.
- B. Meet with the team in 2 weeks to respond to all of the open tasks.
- C. Consolidate the decision-making authority to remain with the project manager.
- D. Delegate the decision-making authority of some tasks to the team.

Answer: D

#### NEW QUESTION 331

A company has appointed a supplier to deliver software and has assigned an internal project manager. The supplier states that no technical development or testing is required from the customer. The project manager would like to confirm this with all of the stakeholders.

What should the internal project manager do first?

- A. Distribute the project plan to all of the interested parties.
- B. Host an alignment session with stakeholders to formalize the project requirements.
- C. Communicate to the supplier that customer testing is required.
- D. Develop a user acceptance testing plan to ensure the quality of the deliverables.

Answer: B

#### NEW QUESTION 332

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

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

Answer: C

#### NEW QUESTION 334

A self-organizing team for a critical project is consistently delivering value according to their commitments.

During a retrospective, the project manager observed that most of the team members were stressed due to over commitments. What should the project manager do?

- A. Help the team members by organizing regular stress-relieving and team-building sessions.
- B. Request additional resources to continue delivering value while reducing team stress.
- C. Support the team during the planning phase to only commit to what they are able to deliver.
- D. Ask individual team members to plan staggered leave to avoid becoming stressed.

Answer: A

#### NEW QUESTION 339

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

What should the project lead do?

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

**Answer:** B

#### NEW QUESTION 344

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

What should the project manager do now?

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

**Answer:** D

#### NEW QUESTION 347

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

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

**Answer:** B

#### NEW QUESTION 350

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

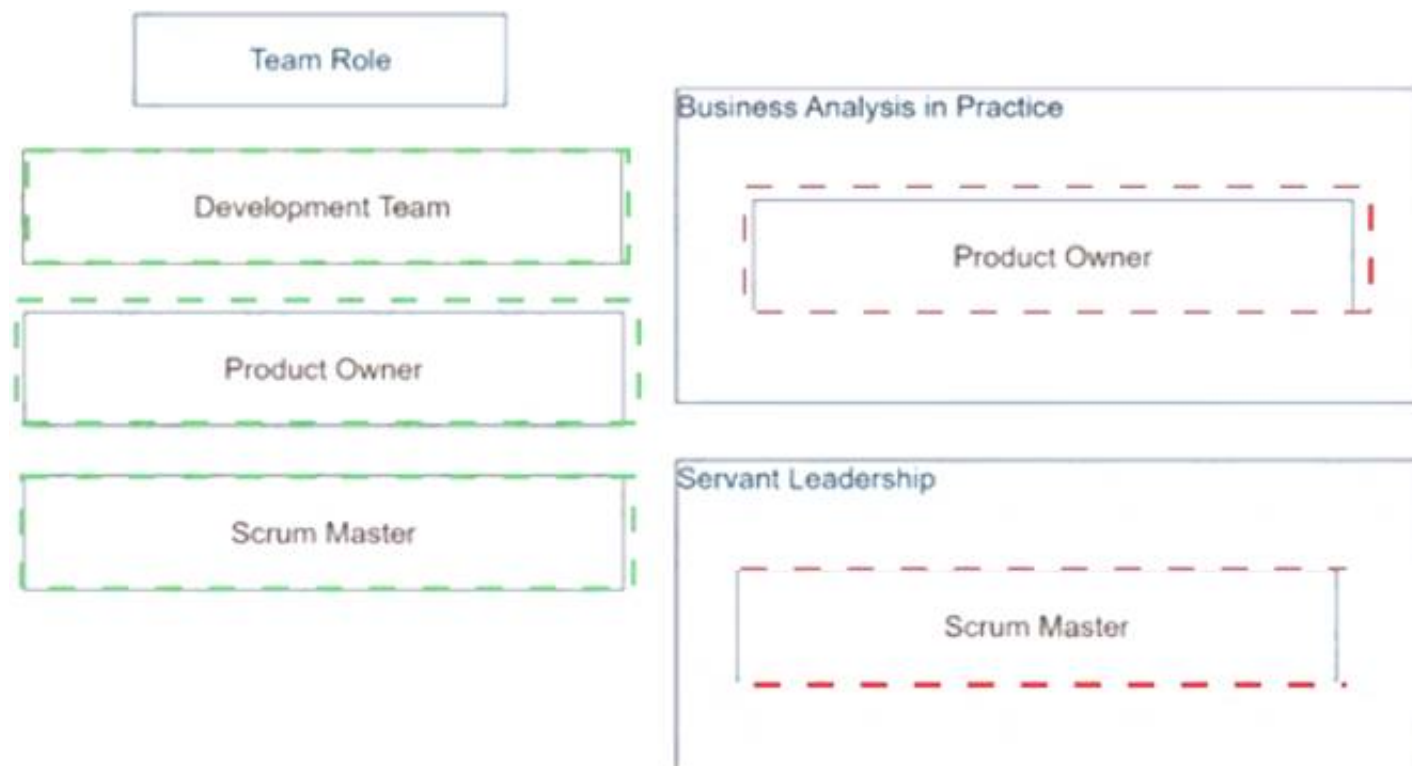
Match the team role on the left to the correct training course on the right. (Use all three of the team roles.)

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

- A. Mastered
- B. Not Mastered

**Answer:** A

**Explanation:**



#### NEW QUESTION 354

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

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

**Answer: B**

#### NEW QUESTION 359

In the past year, a company paid US\$60,000 to an external subcontractor for an ongoing project. The project manager has been asked to evaluate if the project can be delivered more cost effectively this year by using internal labor. The project manager used an optimistic term of 4 months, a pessimistic term of 6 months, and a most expected term of 5 months, and has concluded that the service can be delivered with the following resources:

- \* Two engineers (monthly salary of US\$700 each)
- \* One project manager (monthly salary of US\$1,600)
- \* Additional estimated monthly expenses of US\$2,000

The project manager used the program evaluation and review technique (PERT) to calculate the savings if the project is delivered with in-house resources. How much money will the project manager estimate the company can save?

- A. US\$35,000
- B. US\$20,000
- C. US\$40,000
- D. US\$30,000

**Answer: B**

#### NEW QUESTION 363

An urgent meeting has been established with the project team to discuss the cause of some quality issues that are preventing delivery to the client. The product owner recommends a root cause analysis (RCA).

What should the project lead do?

- A. Facilitate the meeting so anyone can share their ideas and is heard during the session.
- B. Allow the team to self-organize so one of the resources can lead the team to achieve consensus.
- C. Discuss the product owner's recommendations with the team and implement the agreed-on solutions.
- D. Discuss the recommendations with the test manager and request better quality control.

**Answer: C**

#### NEW QUESTION 365

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





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

Answer: B

#### NEW QUESTION 366

An agile team has sized all of the features for the release. Using the table above, how many sprints will it take to complete this release if the team is expecting to have a velocity of 10 story points per sprint?

Feature 1	Feature 2	Feature 3	Feature 4	Feature 5	Feature 6
10 story points	5 story points	5 story points	10 story points	10 story points	5 story points

- A. 1
- B. 95
- C. 6
- D. 4

Answer: B

#### NEW QUESTION 371

A project is being executed. The project's life cycle is defined as predictive; however, a major deliverable will be handed over incrementally to the customer. The assigned resources are experienced and reliable and are willing to make decisions that the project manager used to make after each incremental delivery on other projects.

What should the project manager do?

- A. Support the decisions of the team and transfer the decision making responsibility to them.
- B. Consult the product owner about letting the resources make decisions.
- C. Schedule a steering committee meeting and obtain their approval on the request.
- D. Inform the team that although this is a hybrid environment, the project manager must still be responsible for making decisions.

Answer: A

#### NEW QUESTION 372

A project sponsor commonly asks the project manager to skip project retrospectives due to time constraints. However, the project manager persists in running this critical ceremony by reducing the time for preparation and for discussion.

What are two issues that these actions by the project manager could cause? (Choose two)

- A. Lessons learned from other teams to not be considered
- B. A lot of discussions that yield no results or possibly too many results
- C. A focus on the negative and a disinterest in further improvements
- D. A lack of direction and motivation for the team in the workshop
- E. Time management plan for the retrospective workshop to not be updated

Answer: BD

#### NEW QUESTION 373

A project manager is working on a financial system implementation project for a government company. One of the key stakeholders, who uses predictive approaches, does not like virtual tools such as chats, task trackers, and so forth. They prefer email, telephone calls, and face-to-face meetings. How should the project manager approach this situation?

- A. Use regular screen-sharing sessions to show the progress to the stakeholder.
- B. Align and agree with the stakeholder on the communication approach.
- C. Ask the manager to use virtual communication tools and online dashboards.
- D. Create a digital dashboard to meet the manager's information needs.

**Answer: B**

#### NEW QUESTION 375

A facility extension project is in the execution stage. There is a project activity to connect the power of all new equipment to an existing facility, Point A, which requires a significant cable length. The construction team found that the power could be connected to Point B and save money. What should the project manager do next?

- A. Perform a cost-benefit analysis to evaluate using the Point B option.
- B. Add the issue to the change log and request additional budget through the change control board (CCB).
- C. Seek a decision from the construction team after explaining the project budget and schedule constraint.
- D. Use the Point B option because it will save the project cost and time.

**Answer: A**

#### NEW QUESTION 380

Travel restrictions are suddenly imposed during a project's execution. The team members reside in different geographic locations. What should the project manager do next to address this issue?

- A. Halt all processes until procurement and implementation of solutions are completed.
- B. Place a hold on activities until the team can resume the work on-site.
- C. Ask the team members to proceed independently while examining needs and alternatives.
- D. Obtain and implement the sponsor's recommendations for a solution.

**Answer: C**

#### NEW QUESTION 381

An agile project is running its third iteration with a duration of 2 weeks. A new operations director, who only has a predictive background, started working at the company. In the first meeting with the project manager, the director demands a weekly project status report. What should the project manager do?

- A. Invite the director to attend the daily standup meetings.
- B. Share this with the team and ask them to develop reports for the director.
- C. Introduce the agile aspect to the director and agree on a solution.
- D. Explain to the director that agile projects have live reports.

**Answer: C**

#### NEW QUESTION 386

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

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

**Answer: C**

#### NEW QUESTION 391

Eight highly qualified experts have been assembled to work for a 6-month period on an a specific aspect of an organization's product development process. How should the project manager support this team to succeed?

- A. Hand over control of specific aspects of their roles as experts and let them agree on their own timelines and targets.
- B. Bring in a senior colleague who is also an expert to ensure the team is on track to achieve the goals and objectives.
- C. Define roles and targets for all team members and regularly follow up with one-to-one meetings to review progress.
- D. Work with the team members to define the overall objective and support them to engage around the goal.

**Answer: D**

#### NEW QUESTION 393

When a project is in its final stage, the project manager will request from the team to prepare a delivery acceptance document. What is the importance of this document to the project manager?

- A. Needed to close the work breakdown structure (WBS).
- B. Needed to share it with the stakeholders.
- C. Needed to close out the project or a phase.
- D. Needed to release the team at the end of the project.

**Answer: C**

#### NEW QUESTION 395

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

- A. The customer's requirements should have been captured in order to meet the customer's standards.

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

**Answer:** A

#### NEW QUESTION 400

A project is starting its sixth iteration out seven. During the daily meeting, a team member explains that a key function will take longer to complete than originally anticipated.  
What should the project manager do?

- A. Update the issue log and escalate the problem to the project sponsor.
- B. Ask for a project extension to deliver the committed scope.
- C. Review the options and possible solutions with the project team.
- D. Ask for help to increase the team capacity to deliver on time.

**Answer:** C

#### NEW QUESTION 405

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

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

**Answer:** A

#### NEW QUESTION 406

An organization that embraced agile a couple of years ago is looking for a more efficient way to ensure that the increments produced in each sprint meet the end users' quality requirements. What should the project lead recommend?

- A. Develop a more comprehensive template for the definition of done (DoD).
- B. Increase the percentage allocated for testing each backlog item.
- C. Organize more frequent sprint reviews with a broader audience.
- D. Establish a quality assurance (QA) team separate from the development team.

**Answer:** A

#### NEW QUESTION 411

A company just started managing a project using an agile approach Due to this change, the general manager is worried about the scope definition process for upcoming projects What should the project manager do to ensure the project scope is completely defined?

- A. Help sponsors and stakeholders craft the product vision, and bring the team and product owner together to clarify expectations
- B. Meet with the general manager and convince them to return to using predictive approaches to avoid any risk
- C. Ask for a budget increase to implement a double-check process to ensure every business need is included in the requirements
- D. Ask the general manager to review every requirement to ensure an projects will deliver the requested products

**Answer:** B

#### NEW QUESTION 414

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

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

**Answer:** B

#### NEW QUESTION 417

A project manager has completed an assessment of the project team's performance. Some team members have performed poorly on their assigned tasks.  
What should the project manager do?

- A. Develop different approaches based on team members' motivation and ability.
- B. Develop a standard approach to provide feedback to all team members.
- C. Provide intensive oversight to the team members who performed poorly.
- D. Create a new standard performance measure based on project requirements.

**Answer:** A

#### NEW QUESTION 420

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

What is the main reason for adopting agile?

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

**Answer:** B

#### NEW QUESTION 423

A critical project milestone was missed because one of the team members did not complete their tasks on time. This resulted in a heated discussion during a demonstration for the end users.

What should the project manager do next?

- A. Discuss the issue with the team member in a one-on-one meeting.
- B. Ask the team member to justify the delay during a team meeting.
- C. Review the human resources (HR) policies for relevant corrective actions.
- D. Escalate the performance issue to the team member's functional manager.

**Answer:** A

#### NEW QUESTION 427

A project is near completion but it is behind schedule. The contingency budget has already being used, although the remaining budget should be enough to complete the project. The only subject matter expert (SME) assigned to the project has been asked by their manager to solve a problem in the operations department. What should the project manager do?

- A. Escalate the situation to the project sponsor.
- B. Free the resource to handle the operations priority.
- C. Ask the manager to submit a change request.
- D. Design a negotiation strategy for this situation.

**Answer:** D

#### NEW QUESTION 430

A project team member identified a procurement risk and sent an email to the project sponsor highlighting the risk.

The sponsor forwarded the email to the project manager asking for further details. After speaking with the sponsor, the project manager decided to take preventive action.

Which document should the project manager review with their team?

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

**Answer:** A

#### NEW QUESTION 432

A company is implementing a project with team members located in different countries and time zones.

Individual performance is satisfactory, but the team's performance as a whole is low, especially in terms of group activities. What should the project manager do?

- A. Negotiate for new team members.
- B. Review and update the communications management plan.
- C. Review and reassign team assignments.
- D. Facilitate communication and team building.

**Answer:** D

#### NEW QUESTION 437

An agile team is geographically separated across multiple continents, and the project manager of identifying the tools to manage the communication among the virtual teams Drag the appropriate tool on the left to each project task on the right



Tool	Project Task
Online bulletin boards	Negotiation
Chat rooms	Routine information
Video conferencing	Project deliverables
Version control system	Team discussion

- A. Mastered  
 B. Not Mastered

Answer: A

Explanation:

Tool	Project Task
Online bulletin boards	Video conferencing
Chat rooms	Online bulletin boards
Video conferencing	Version control system
Version control system	Chat rooms

#### NEW QUESTION 440

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

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

Answer: C

#### NEW QUESTION 442

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

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

Answer: C

#### NEW QUESTION 445

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



What should the project manager do next?

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

**Answer: D**

#### NEW QUESTION 449

A project team is working on an agile software development project. The project manager is concerned that the virtual team may not be as effective as a colocated team at headquarters.

Which two actions should the project manager leverage to ensure the team is meeting performance expectations? (Choose two)

- A. Hold daily virtual meetings to review progress.
- B. Implement time-keeping software for team members.
- C. Task functional managers to drive accountability.
- D. Utilize a web-based kanban board.
- E. Require a monthly individual status report.

**Answer: AD**

#### NEW QUESTION 450

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

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

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

**Answer: C**

#### NEW QUESTION 452

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

What should the project manager do first?

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

**Answer: A**

#### NEW QUESTION 456

A new project manager was assigned to a project during implementation. The project manager realized that new tax policies are creating a risk for a cost overrun by 25%. The project manager updated the risk register and kept the project running as normal. The CEO has announced that the project could be cancelled since the acceptable cost overrun is only 20%. The project manager was quite surprised as this was new information.

What should the project manager have done to avoid this?

- A. Implemented the communications management plan properly.
- B. Ensured the risk tolerance of the company was properly updated.
- C. Provided a proper risk response.
- D. Implemented the stakeholder engagement plan correctly.

**Answer: A**

#### NEW QUESTION 459

An internal virtual team is meeting daily to review iteration progress, as well as to conduct other technical and followup calls with key stakeholders. The team seems to be disengaged.

How should the project manager approach this situation?

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

**Answer: D**

#### NEW QUESTION 461

A project manager who recently joined the company has been assigned to manage a software project for a major recurring customer. What should the project manager do to enhance the budget estimations for the project?

- A. Discuss the budget with the team during the daily standups to ensure the budget is under control.

- B. Review budget-related lessons learned from similar projects.
- C. Invite the client to the kick-off meeting and create the project budget during the meeting,
- D. Implement an agile approach to avoid using a fixed budget,

**Answer:** B

#### NEW QUESTION 462

A company is launching a new product that has to be ready before the summer season begins. After the discovery process, the team realizes that the requirements are very uncertain.  
What should the project manager do?

- A. Invite stakeholders to discuss project requirements prioritization.
- B. Register a risk and define a contingency plan to finish the project on time.
- C. Ask to include some business subject matter experts (SMEs) in the team.
- D. Assist the team in proposing a minimum viable product (MVP).

**Answer:** D

#### NEW QUESTION 464

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

**Answer:** B

#### NEW QUESTION 466

A project team is preparing a report for the stakeholders. The team gathers and collates a large amount of data to be included in the status report.  
What should the project manager do next?

- A. Ensure the team follows standard operating procedures (SOP) for creating a stakeholder report.
- B. Instruct the team to make only a graphical representation of all the data for the report.
- C. Instruct the team to conduct a meeting with the stakeholders before finalizing the report.
- D. Instruct the team to analyze and interpret the data before including it in the report.

**Answer:** A

#### NEW QUESTION 469

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

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

**Answer:** D

#### NEW QUESTION 472

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

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

**Answer:** C

#### NEW QUESTION 474

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

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

**Answer:** B

#### NEW QUESTION 478

A project manager is beginning a new project with very diverse team members. The project manager chose to use consensus building so the team can agree on and be engaged in how the project will be executed. How should the project manager proceed?

- A. Create an environment where the agreement is reached by a majority vote.
- B. Create an environment where the agreement is reached through discussion.
- C. Establish recurring brainstorming sessions to discuss project issues.
- D. Allow team members to contribute ideas in a stream-of-consciousness mode.

**Answer: B**

#### NEW QUESTION 483

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

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

**Answer: B**

#### NEW QUESTION 485

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

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

**Answer: C**

#### NEW QUESTION 490

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

What should the project manager do to improve the situation?

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

**Answer: D**

#### NEW QUESTION 492

A large global organization developed a new medical implant that requires compliance with local government regulations. The approval process for one country is lengthy and will impact the intended launch date.

What should the project manager do?

- A. Organize an online distribution channel from another country.
- B. Ask the sponsor to authorize the launch and then wait for approval.
- C. Ask the board to use their influence and speed up the approval.
- D. Work with the team to find ways to bypass the regulations.

**Answer: B**

#### NEW QUESTION 494

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

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

**Answer: C**

#### NEW QUESTION 495

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

What should the project manager have done differently?

- A. Invited the customer to the daily meetings
- B. Helped the team redefine the MVP

- C. Changed the duration of iterations to deliver more value
- D. Validated the iteration goals with the customer

**Answer:** D

#### NEW QUESTION 497

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

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

**Answer:** B

#### NEW QUESTION 501

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

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

**Answer:** D

#### NEW QUESTION 502

After the project charter's approval, the project manager needs to work on detailed project requirements, constraints, and assumptions with stakeholders. However, not all of the stakeholders are immediately available for a meeting in the short term. What should the project manager do in order to gather the information needed from stakeholders?

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

**Answer:** D

#### NEW QUESTION 503

A project manager just completed a successful deployment and is preparing to transition the project to an operational state before starting closeout actions. What should the project manager do to ensure that the project is ready to move to an operational state?

- A. Meet with the project team to review the work breakdown structure (WBS) and confirm deliverables have been delivered.
- B. Develop a plan to repay the technical debt incurred during the project and ensure that the project sponsor agrees with the plan.
- C. Review the project approval requirements in the project charter and confirm who will be approving the project.
- D. Refer to the project's work in progress (WIP) reports to ensure that there is no additional work in the backlog.

**Answer:** C

#### NEW QUESTION 505

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

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

**Answer:** C

#### NEW QUESTION 508

A project manager is managing a large project. During a review meeting, the project manager discovers that one of the team members who use to be a high performer was not able to complete their work on time. What should the project manager do?

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

**Answer:** A

#### NEW QUESTION 510



In a geographically distributed team, a developer continues to delay a coding activity. This activity is on the critical path. The project manager found out that the delay is due to the developer's lack of understanding of the customer requirements shared by the off-site team. What should the project manager do?

- A. Replace the developer with a skilled resource.
- B. Perform a root cause analysis (RCA) with the team members.
- C. Facilitate communication to ensure clarification of the requirements.
- D. Conduct frequent performance reviews.

**Answer:** C

#### NEW QUESTION 512

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