

Exam Questions PMP

Project Management Professional

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NEW QUESTION 1

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

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

Answer: A

NEW QUESTION 2

A 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 3

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 4

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 5

A project team is implementing a hosted system for a third party. Just before going live, the customer asks the project team to include additional functionality. The project team identified risks to the delivery date and informed the project manager that some of the requested functions are in conflict with the agreed scope. What should the project manager do?

- A. Discuss with the team, estimate the effort, and raise a change request.
- B. Discuss with the customer the risks identified and team's concerns.
- C. Ask the team to deliver the functionality on the agreed go-live date.
- D. Ask the customer to go live and add the new functionality in the backlog.

Answer: A

NEW QUESTION 6

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

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

Answer: A

NEW QUESTION 7

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

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

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

Answer: D

NEW QUESTION 8

An organization is transitioning to an agile delivery approach. There is only one project that is being used as a pilot for the new approach. The project management office (PMO) manager has asked the project lead how communications with the project team and the stakeholders will be managed. What should the project lead recommend?

- A. Send the weekly report to the PMO and the product owner, and use a kanban board for the project team.
- B. Send weekly reports to the PMO, and use a kanban board for the product owner and the project team.
- C. Invite the PMO manager to the daily standup with the project team and product owner.
- D. Send weekly reports to all stakeholders, including the project team and the product owner.

Answer: C

NEW QUESTION 9

product development team has team members located in four different countries. A senior manager is assigned the task of recruiting a project manager to manage this project and the virtual team.

Which skill is required for a project manager to successfully manage this team?

- A. Speaks several languages and has lived in different countries
- B. Possesses strong interpersonal skills to drive high-performing virtual teams
- C. Plans and controls every aspect of the team's deliverables to avoid surprises
- D. Implements the organization's standards and processes for the project

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 10

A project manager is preparing to start a new project in which the team members are distributed geographically across different countries. The project manager is using the communications management plan to engage the team members and find a communication method that suits everyone. How should the project manager continually evaluate the effectiveness of the virtual team's engagement?

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

Answer: A

NEW QUESTION 14

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 17

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 18

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 19

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 23

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 25

A project has met the agreed-upon product requirements and is closing. There is time remaining in the schedule and excess budget. The resources are not yet scheduled to move to other projects. Several product champions want to continue adding functionality to the product. What should the project manager do?

- A. Use the remaining time and resources to add additional scope to the project without spending the project budget.
- B. Ensure product quality by spending the remaining resources and time on additional quality checks for the product.
- C. Acknowledge the project closure criteria has been met and release the remaining budget and resources.
- D. Obtain approval from the sponsor to add additional functionality to the project deliverables with the leftover budget.

Answer: C

NEW QUESTION 26

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 28

A project manager has received feedback from stakeholders regarding poor communication about project progress. Weekly status reports were provided to the project management office (PMO), and the standard communications management plan was followed. What should the project manager do?

- A. Perform a root cause analysis (RCA) of the existing communication approach.
- B. Ensure that all of the complaining stakeholders are on the distribution list.
- C. Create a change request for implementing an online collaboration tool.
- D. Distribute hard copies of status reports and confirm that messages were read.

Answer: A

NEW QUESTION 33

A new project needs to be submitted for urgent funding approval. The project, which will use a new technology, is vital to the organization. The entire Scrum team has worked together for over 3 years on multiple projects and delivered the previous project under the approved budget. Which estimation technique should the project manager implement in this context?

- A. Budget estimate
- B. Definitive estimate
- C. Story points
- D. Order of magnitude

Answer: D

NEW QUESTION 35

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 36

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 39

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

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

Answer: C

NEW QUESTION 44

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 47

A project is ending its fifth out of six iterations. During the iteration review, a customer adds a new regulatory feature that exceeds the capacity of the remaining iteration. What should the project lead do?

- A. Register an issue and escalate it to the project sponsor.
- B. Invite the stakeholders to discuss a new prioritization.
- C. Estimate the management to replace the customer service manager.
- D. Increase the team capacity to finish the project on time.

Answer: C

NEW QUESTION 50

A project manager schedules virtual daily standup meetings for a project, but half of the team members regularly join late or miss the meeting all together. What should the project manager do?

- A. Discuss ground rules with the team that will include daily meetings.
- B. Use one-to-one virtual meetings because they are more efficient.

- C. Ask senior management for coaching regarding this situation.
- D. Agree on a new time and reschedule the daily standups.

Answer: A

NEW QUESTION 54

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

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

Answer: A

NEW QUESTION 56

A project manager meets with the development team to estimate the time required to complete a software application. The software developers are new to the company, and they have never developed a similar application. Which estimation technique should the project manager recommend?

- A. Planning poker
- B. Parametric estimating
- C. Three-point estimating
- D. Analogous estimating

Answer: C

NEW QUESTION 61

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 64

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

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

Answer: B

NEW QUESTION 67

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 69

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 74

A project with a hard timeline is starting its first iteration out of six. The project team is lacking the necessary skills to execute. What should the project manager do?

- A. Allow the team to proceed as they attempt to meet the timeline.
- B. Add a subject matter expert (SME) to the project team.
- C. Invite stakeholders to discuss a mitigation plan to finish on time.
- D. Fill the skill gap personally to execute the project.

Answer: D

NEW QUESTION 76

A project team is implementing an enterprise notification tool with a vendor. The project manager noticed that this vendor's developer has been reporting the same status for several weeks in a row. A few days later, the vendor communicates that the deliverable will not be completed on time due to resource constraints within their company.

What should the project manager do next?

- A. Update the risk register to reflect the delay, communicate the impact to the schedule, and escalate to management for assistance.
- B. Conduct a project review with the project sponsor to explain the delay and add a developer to work with the vendor.
- C. Review the contract with the vendor to go over the financial penalty that is applicable to this situation.
- D. Add the delay to the issue log and work with the vendor for a resolution that will bring the schedule back on track.

Answer: D

NEW QUESTION 78

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

What should the agile project manager do?

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

Answer: C

NEW QUESTION 79

A project team is planning the next sprint review. The project lead receives an email from a senior manager asking for a project status using a template that is more detailed than the one used for monthly reports sent to the project management office (PMO). The team uses an electronic product backlog and a kanban board to track the progress.

What should the project manager do next?

- A. Modify the PMO template to include the information.
- B. Contact the senior manager and discuss their needs.
- C. Give the senior manager access to the product backlog.
- D. Organize a review of the kanban board with the manager.

Answer: B

NEW QUESTION 81

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 85

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

What is the root cause of this issue?

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

Answer: D

NEW QUESTION 90

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

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

Answer: A

NEW QUESTION 92

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 95

A project manager for an agile project is concerned that the team has been losing momentum over the last iterations. Which two tools should the project manager use to analyze team performance? (Choose two)

- A. Project schedule
- B. Product backlog burnup chart
- C. Work breakdown structure (WBS)
- D. Cumulative flow diagram of completed features
- E. Burndown chart

Answer: DE

NEW QUESTION 100

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 104

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 107

A project manager is leading a project in an organization that has a functional structure. The project manager has been informed by the team that the tasks related to the purchase of services are taking too long, as the purchasing department has other priorities. What should the project manager do?

- A. Modify the project schedule to accommodate the delays in the purchase of services.
- B. Request that the purchasing tasks be outsourced through an existing purchasing vendor.
- C. Meet with the purchasing manager to find the source of the delays and agree on a purchasing schedule.
- D. Ask the project team to keep developing other tasks that do not depend on the purchase of services.

Answer: C

NEW QUESTION 109

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 111

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

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

Answer: C

NEW QUESTION 113

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

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

Answer: B

NEW QUESTION 114

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

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

Answer: B

NEW QUESTION 119

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 120

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 121

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 125

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 127

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

Answer: C

NEW QUESTION 129

A project manager is working on a software development project for an oil and gas client using an agile approach. The project manager is having difficulty preparing the schedule because the project has various unknowns. Which scheduling method should the project manager use to develop the schedule?

- A. Iterative scheduling
- B. Three-point scheduling
- C. Parametric scheduling
- D. Analogous scheduling

Answer: A

NEW QUESTION 133

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

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

Answer: B

NEW QUESTION 135

A project manager is assigned to a project where a vendor has been engaged to build a new system. One week before user acceptance testing (UAT) is scheduled, the vendor informs the project manager that they can only deliver half of the promised functions by the UAT start date. What should the project manager do next?

- A. Wait until the vendor cannot deliver and then invoke liquidated damages based on the contract.
- B. Escalate to management and prepare for project closure by canceling the contract with this vendor.
- C. Adjust the project schedule to accommodate the current development progress of the vendor.
- D. Communicate with the vendor and project team and explore possibilities for resolving the issue.

Answer: D

NEW QUESTION 140

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 141

A project manager has been assigned to an education project with the objective of training a workforce in application development. One of the deliverables is to provide internships to the best students in the customer's active projects. However, the customer does not have enough projects in progress right now. The project manager decides to create several internal projects in order to ensure the internships. Which three actions should the project manager take to fulfill this scenario without adding costs for the customer? (Choose three)

- A. Use the project's contingency budget.
- B. Manage the quality of the delivery.
- C. Influence the client to initiate a new project.
- D. Create a change request with the scope of the new internal projects.
- E. Create a work breakdown structure (WBS) of the new scope with the internal projects.

Answer: CDE

NEW QUESTION 145

After signing an agreement with a vendor, the project manager notices that the vendor is continuously asking for changes on the procurement statement of work (SOW).

These changes would improve the project outcome. What should the project manager do next?

- A. Conduct an audit on the procurement process and inform the vendor about the audit's observations.
- B. Assess the situation as an opportunity for improvement and perform a risk analysis.
- C. Consult the list of selected vendors for the bid and evaluate a possible change of vendor.
- D. Revise the procurement control process to avoid undesired changes that might affect the schedule.

Answer: B

NEW QUESTION 146

There is frequent conflict between two project team members working on a project. This has caused a negative impact on the project.

How should the project manager handle this situation?

- A. Counsel both team members and caution them with a final warning.
- B. Escalate the issue to the human resources (HR) manager before a larger problem develops.
- C. Help cultivate self-awareness between the two team members through emotional intelligence (EI).
- D. Relocate the two project team members into different project teams.

Answer: C

NEW QUESTION 151

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 153

A project manager is reviewing a draft of the project charter with key stakeholders. During the meeting, a conflict occurs between the sponsor and the product owner.

How should the project manager deal with the situation?

- A. Postpone the meeting and invite a subject matter expert (SME) to join the next meeting.
- B. Continue the meeting and ask the project sponsor and product owner to take their discussion offline.
- C. Postpone the meeting and ask the project sponsor and product owner to take their discussion offline.
- D. Continue the meeting and use facilitation techniques to improve communication within the team.

Answer: D

NEW QUESTION 158

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

How should the project manager address this issue?

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

Answer: A

NEW QUESTION 159

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 162

A team working on a close deployment waits to receive critical information from the customer. The customer keeps postponing sending the information which is delaying the deployment.

What should the project manager have done to prevent the delay?

- A. Obtained all critical information ahead of time

- B. Involved upper management in the process
- C. Involved the customer in the deployment process
- D. Used the sample data already in place

Answer: A

NEW QUESTION 163

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

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

Answer: D

NEW QUESTION 165

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 170

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 the projects will deliver the requested products.

Answer: B

NEW QUESTION 171

A project sponsor would like to include a new deliverable. The sponsor contacts the project manager in order to seek advice on the most efficient approach to complete the deliverable within the next 2 months. What should the project manager do?

- A. Change the project methodology in order to achieve completion of the deliverable within 2 months.
- B. Advise the sponsor that it is not the project manager's job to evaluate the project.
- C. Suggest that the sponsor conduct a cost-benefit analysis to determine feasibility.
- D. Use the management reserve in order to expedite completion of the deliverable within 2 months.

Answer: C

NEW QUESTION 176

In the initiating phase of a project, the project manager and team members are prioritizing the product backlog along with the product owner. What should the project manager do next?

- A. Produce a value-added product for the customer as continuously as possible.
- B. Produce a value-added product for the customer in the beginning of the project.
- C. Produce a value-added product along with the supporting documentation.
- D. Produce a value-added product for the customer in each phase of the project.

Answer: A

NEW QUESTION 177

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

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

What should the project manager do to resolve this conflict?

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

Answer: A

NEW QUESTION 179

During a project meeting, the project manager expressed the importance of delivering reports on time. These individual reports will be consolidated into a single report. One of the team member's reports was not delivered on time and therefore the report could not be integrated with the other reports. This demonstrates a lack of teamwork and impacts project success. What should the project manager do to resolve this issue?

- A. Assign the task to someone else on the team.
- B. Discuss it with the team member in confidence.
- C. Discuss this matter during the project meeting.
- D. Include this item in the risk register.

Answer: C

NEW QUESTION 180

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 183

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

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

Answer: A

NEW QUESTION 187

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 192

A project is ready to deliver the first batch of the product when a quality control check rejects the product as unfit for delivery. The root cause analysis (RCA) shows that a component added as part of the latest change request was not tested throughout the development cycle. What should the project manager do next?

- A. Review the change control process to ensure quality management artifacts are updated as part of the change.
- B. Review the quality management process and perform a process audit as part of ongoing quality assurance.
- C. Review the communications management plan to ensure change requests are communicated to the affected team members.
- D. Review the quality management process with the project management office (PMO) to ensure compliance with best practices.

Answer: B

NEW QUESTION 196

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 197

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 199

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 202

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 205

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

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

Answer: B

NEW QUESTION 208

A project manager is assigned to a major construction project. The project is critical to the city's population, and especially to the local government official who committed to delivering the project on time as an election promise. A new project sponsor has been assigned and wants to include aspects that the previous project sponsor did not support. What should the project manager do next?

- A. Meet with the new project sponsor to review the current project scope and the requested changes.
- B. Rebaseline the project as there is now a new project sponsor, which is presenting an opportunity to review and recalibrate the project objectives.
- C. Invite the project sponsor to a briefing with the project team to demonstrate progress and seek further support to meet project-committed deliverables.
- D. Inform the new project sponsor that the new aspects will not be included in this project.

Answer: A

NEW QUESTION 213

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