

Exam Questions PMP

Project Management Professional

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NEW QUESTION 1

A project team is in the planning stage and has prepared a list of activities and completed sequencing the activities. During a review, the team noted that there is a dependency missing between:

- * Test the product
- * Release to customer

According to the quality management plan, the product must be tested before being released.

How should the project manager enter this dependency?

- A. Start to start
- B. Start to finish
- C. Finish to start
- D. Finish to finish

Answer: C

Explanation:

A finish to start dependency means that the successor activity cannot start until the predecessor activity has finished. In this case, the product testing is the predecessor activity and the product release is the successor activity. The product release cannot start until the product testing has finished, according to the quality management plan. Therefore, the project manager should enter this dependency as a finish to start dependency. This is an example of a mandatory dependency, which is required by the nature of the work or by contract or law. References: PMBOK Guide, 6th edition, page 205; 4 Types of Dependencies In Project Management

NEW QUESTION 2

A client wants to create an innovative software for the travel industry using an agile approach. A project manager from the company was assigned to work on the details and estimates as requested by the client.

What should the project manager do before sending the information to the client?

- A. Analyze the tasks, provide estimates, include a prototype demo, and send to the client directly.
- B. Sequence the tasks with estimates and add standard risk reserves to use for software development.
- C. Put the tasks with estimates in the backlog and clarify that the project will not need any reserves.
- D. Work with the team to understand their views and add the appropriate dependencies and risks.

Answer: D

Explanation:

The project manager should work with the team to understand their views and add the appropriate dependencies and risks before sending the information to the client because this is consistent with the agile principles and values. The agile approach emphasizes collaboration, communication, and feedback among the project team and stakeholders. The project manager should involve the team in the estimation and planning process, as they have the best knowledge and experience of the work to be done. The project manager should also identify and analyze the dependencies and risks that may affect the project scope, schedule, cost, and quality, and communicate them to the client. This will help to establish trust, transparency, and alignment between the project team and the client, and enable them to respond to changes and uncertainties effectively. References:

? A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition, Chapter 2.2.2, page 28

? Agile Practice Guide, Chapter 2.1.1, page 14

? PMP Exam Content Outline, Domain II: Planning, Task 2

NEW QUESTION 3

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

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

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

Answer: B

Explanation:

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

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

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

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

NEW QUESTION 4

A bank is considering building another branch in one of three neighboring cities. The project manager has been tasked with demonstrating the benefits of building a new branch, renting an existing building, or not expanding at all. How should the project manager proceed?

- A. Perform a gap analysis on renting in each of the locations.
- B. Calculate the costs for each option in each location and compare the net present value (NPV) for each.
- C. Perform a Kano analysis on building a new branch versus renting in each of the locations.
- D. Calculate the payback period (PBP) for building a new branch in each location versus renting an existing building.

Answer: B

Explanation:

According to the PMBOK® Guide, net present value (NPV) is a financial analysis technique that calculates the present value of future cash flows, discounted at a specified rate. NPV helps to evaluate the profitability and feasibility of a project or an investment by comparing the present value of the expected benefits with the present value of the required costs. A positive NPV indicates that the project is profitable and worth pursuing, while a negative NPV indicates that the project is not profitable and should be rejected. NPV can also be used to compare different project options and select the one that has the highest NPV, as it represents the most value for the organization.

In this question, the project manager has to demonstrate the benefits of three possible options: building a new branch, renting an existing building, or not expanding at all. To do that, the project manager should use NPV as a decision-making tool. The project manager should calculate the costs for each option in each location, including the initial investment, the operating expenses, and the opportunity costs. The project manager should also estimate the future cash flows for each option, based on the expected revenue, market share, and growth potential. Then, the project manager should apply a discount rate to the future cash flows to obtain their present value. The discount rate reflects the time value of money, the inflation rate, and the risk associated with the project. Finally, the project manager should subtract the present value of the costs from the present value of the benefits to obtain the NPV for each option. The option that has the highest NPV should be recommended as the most beneficial one.

The other options are not correct because they do not provide a valid way to demonstrate the benefits of the three options. Option A is wrong because it only focuses on one option (renting) and does not consider the other two (building or not expanding). Moreover, a gap analysis is a technique to identify the difference between the current state and the desired state of a project or a process, not to evaluate the benefits of different options. Option C is wrong because it uses an inappropriate technique for this situation. A Kano analysis is a tool to classify customer requirements into different categories based on their impact on customer satisfaction. It is not a tool to compare the benefits of different project options.

Option D is wrong because it uses an incomplete technique for this situation. A payback period is a financial analysis technique that calculates the time required to recover the initial investment of a project. It does not consider the cash flows after the payback period, the time value of money, or the profitability of the project. It is not a sufficient tool to demonstrate the benefits of different options. References:

? PMBOK® Guide, 6th edition, pages 333-334, 440-441

? Net Present Value Formula PMP®

? What Is Net Present Value (NPV) in Project Management?

? PMP Exam Prep: Present Value vs Future Value

NEW QUESTION 5

A project manager realizes that the team members are new to the hybrid approach and do not value standup meetings. Team members often arrive late, digress into solutioning, or skip the meetings altogether.

How should the project manager improve this situation with the project team?

- A. Send a daily retrospective report to all team members instead of holding standup meetings.
- B. Engage the project team in implementing and improving key aspects of the standup meetings.
- C. Include a daily brainstorming session in the standup meetings to resolve pending issues.
- D. Ask the product owner to remove team members who do not comply with standup meeting rules.

Answer: B

Explanation:

Standup meetings are brief daily meetings that help teams catch up on the progress and challenges of their projects. They are a common practice in agile project management, but they can also be used in hybrid approaches that combine agile and traditional methods. The purpose of standup meetings is to share information, align on goals, and identify any blockers or risks that need to be addressed. Standup meetings are not meant to be long or detailed discussions, but rather quick and focused updates.

To improve the situation with the project team, the project manager should engage the team members in implementing and improving key aspects of the standup meetings, such as:

? Setting clear expectations and rules for the standup meetings, such as the time, duration, location, format, and agenda.

? Explaining the benefits and value of standup meetings for the team and the project, such as improved communication, collaboration, transparency, and accountability.

? Encouraging active participation and feedback from all team members, and ensuring that everyone has a chance to speak and be heard.

? Keeping the standup meetings brief, on track, and effective, by avoiding digressions, interruptions, or distractions, and by addressing any issues or questions offline or in separate meetings.

? Making the standup meetings fun and engaging, by using different formats, tools, or techniques, such as gamification, visual aids, or online platforms.

By engaging the team in implementing and improving the standup meetings, the project manager can help the team members understand and value the standup meetings, and foster a positive and productive team culture.

References:

? Project Management Institute. (2021). A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition. Project Management Institute.

? Project Management Institute. (2020). Agile Practice Guide. Project Management Institute.

? What Is a Daily Standup? | Coursera

? Stand-up and deliver - Project Management Institute

? Leading Virtual Stand Up Meetings - Project Management Academy

NEW QUESTION 6

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

Which document should the project manager review with their team?

- A. Procurement management plan
- B. Communications management plan

- C. Quality management plan
D. Risk management plan

Answer: D

Explanation:

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

NEW QUESTION 7

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

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

Answer: C

Explanation:

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

? 1: A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition, Chapter 2, Section 2.2.3

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

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

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

NEW QUESTION 8

DRAG DROP

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

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

- A. Mastered
B. Not Mastered

Answer: A

Explanation:

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

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

? Emotional Intelligence -> A project manager recognizes that a stakeholder is feeling frustrated and tries to empathize with them.
? Leadership -> A project manager motivates the team to achieve the project goals and provides feedback and recognition.
? Networking -> A project manager attends a professional event and exchanges contact information with potential partners and clients.
= The question tests the candidate's knowledge of interpersonal skills and how they apply to different project scenarios. Interpersonal skills are the abilities to effectively communicate, interact, and work with individuals and groups. They are essential for project managers to build relationships, influence stakeholders, resolve conflicts, and lead teams. The four interpersonal skills and their definitions are:
? Conflict Management: The ability to handle disagreements and disputes among individuals or groups in a constructive way.
? Emotional Intelligence: The ability to perceive, understand, and manage one's own and others' emotions and emotional responses.
? Leadership: The ability to guide, inspire, and empower individuals or groups to achieve a common vision or goal.
? Networking: The ability to establish and maintain connections and relationships with people who can provide information, support, or opportunities.
References:
? PMBOK® Guide 7th Edition, Chapter 7: Team Performance, Section 7.2: Enable Team Performance, Page 181
? PMBOK® Guide 6th Edition, Chapter 3: Role of the Project Manager, Section 3.2: Project Manager Competencies, Page 51
? Agile Practice Guide, Chapter 2: An Agile Mindset, Section 2.1: What is an Agile Mindset?, Page 13

NEW QUESTION 9

A research and development team is finishing up a two year initiative. The project manager is focused on the closing activities for the project. Which activity should be considered as a priority?

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

Answer: D

Explanation:

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

NEW QUESTION 10

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

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

Answer: D

Explanation:

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

NEW QUESTION 10

A company wants to increase the commercial value of one of its products in a highly competitive market. In order to do this, the company commissions a project to create a prototype. The team constructs the prototype incrementally. Which action should the project manager take as a priority?

- A. Ensure the project sponsor is aware of the go-to market date.
- B. Emphasize the use of Kanban methodology.
- C. Implement a plan-do-check-act (PDCA) cycle.
- D. Deliver business value as soon as possible.

Answer: D

Explanation:

The project manager should prioritize delivering business value as soon as possible, as this is the main goal of the project and the reason why the company commissioned the prototype. By delivering business value early and frequently, the project manager can increase customer satisfaction, reduce risks, and validate assumptions. The other options are not as important or relevant as delivering business value in this scenario.

? Option A is not a priority, as the go-to market date may change depending on the feedback and testing of the prototype.
? Option B is not a priority, as Kanban is a tool for managing workflow and visualizing progress, but it does not guarantee business value delivery.
? Option C is not a priority, as PDCA is a quality improvement technique that can be applied to any process, but it does not directly relate to business value delivery. References:

? [PMBOK Guide], 6th edition, page 18, section 1.2.6
? [Agile Practice Guide], page 8, section 1.2.2
? [PMP Exam Content Outline], page 9, task 3 under domain 2

NEW QUESTION 12

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

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

Answer: D

Explanation:

= This answer is based on the agile practice of backlog management, which is the process of creating, prioritizing, refining, and maintaining the backlog items with the project team and the product owner. The product owner is the person responsible for defining and communicating the vision, value, and scope of the product or service. By meeting with the product owner to review the project backlog, the project manager can ensure that the requirements are clear, complete, and aligned with the customer's needs and expectations. This will also help to resolve any ambiguities, inconsistencies, or gaps in the requirements, and to adjust the backlog items as needed based on the feedback and changes. References: (Project Management Professional (PMP) Reference Materials source and documents)

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

Seventh Edition, Chapter 14: Enabling Change, Section 14.2: Leading the Team, page 334.

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

NEW QUESTION 15

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

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

Answer: C

Explanation:

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

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

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

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

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

? Agile Project Management Course (Google) | Coursera

? Agile Certified Practitioner | PMI - Project Management Institute

? Agile Certifications | PMI - Project Management Institute

NEW QUESTION 16

A company is initiating a project to enhance one of its existing products. All of its products are developed internally. What should the project manager do?

- A. Ensure the stakeholder engagement plan is accurate and properly documented.
- B. Create a lessons learned document for the initiation phase.
- C. Identify the risk of implementing the new solution and evaluate the impact on the project.
- D. Review the lessons learned from the previous project

Answer: D

Explanation:

According to the PMBOK Guide, 7th edition, one of the project manager's responsibilities is to apply relevant knowledge and experience from previous projects to the current project¹. This can help the project manager to identify best practices, avoid pitfalls, and improve the project performance². Therefore, the project manager should review the lessons learned from the previous project that developed the existing product, as they may provide valuable insights and recommendations for enhancing the product. This can also help the project manager to align the project objectives with the organizational strategy and customer needs³. Ensuring the stakeholder engagement plan is accurate and properly documented (option A) is an important task, but it is not the first thing the project manager should do when initiating a project. Creating a lessons learned document for the initiation phase (option B) is a good practice, but it is not the answer to

the question, as it is something the project manager should do at the end of the initiation phase, not at the beginning. Identifying the risk of implementing the new solution and evaluating the impact on the project (option C) is also a vital task, but it is not the answer to the question, as it is something the project manager should do during the planning phase, not the initiation phase. References: 1: PMBOK Guide, 7th edition, page 25 2: PMBOK Guide, 7th edition, page 26 3: PMBOK Guide, 7th edition, page 27

NEW QUESTION 17

A project team is conducting sprint planning. Based on the estimated effort, only 95% of the items included in the sprint may be delivered. The product owner asks the project manager for advice on how to prioritize the backlog items. What should be used to prioritize the backlog items?

- A. Risk to delivery
- B. Technical complexity
- C. Estimation accuracy
- D. Business value

Answer: D

Explanation:

According to the Agile Practice Guide, one of the agile principles is to “maximize value”. This means that the project team should deliver the highest value features or products to the customer as early and frequently as possible. The Agile Practice Guide also states that “prioritization is a key activity for agile teams and their stakeholders”. The project team should use various techniques and criteria to prioritize the backlog items, such as value, urgency, dependencies, and feedback. The Agile Practice Guide also suggests that “business value is a common prioritization factor”. The project team should collaborate with the product owner and other stakeholders to determine the business value of each backlog item, and rank them accordingly. Therefore, the best answer is D. References: Agile Practice Guide, pages 9, 10, 35, 36, 37.

NEW QUESTION 19

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

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

Answer: B

Explanation:

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

References:

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

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

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

NEW QUESTION 24

A complex project is in the execution phase. A key stakeholder who is new to the project has not been approving project deliverables, which could impact the overall progress.

What should the project manager do next?

- A. Meet with the stakeholder to understand what is causing the delays.
- B. Facilitate a brainstorming session to find potential workarounds.
- C. Capture this in the issue log and escalate it to the project sponsor.
- D. Discuss the need to influence this stakeholder with the sponsor.

Answer: A

Explanation:

= The project manager should meet with the stakeholder to understand what is causing the delays in approving the project deliverables. This is the best way to address the stakeholder’s concerns, expectations, and needs, and to build trust and rapport with them. The project manager should also communicate the impact of the delays on the project progress and seek the stakeholder’s feedback and support. The other options are not the best actions to take in this situation, as they do not involve direct communication with the stakeholder or attempt to resolve the underlying issue. References: = A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition, Chapter 3: Stakeholder Performance, Section 3.2: Engage Stakeholders, Page 77-78.

NEW QUESTION 28

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

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

Answer: B

Explanation:

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

NEW QUESTION 31

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

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

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

Answer: D

Explanation:

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

NEW QUESTION 34

A stakeholder on a project has a reputation for being easily angered and unreasonably difficult on projects. The project manager would like to minimize the impact of the stakeholder's behavior on the development team.

What training should the project manager choose for their team to help with this situation?

- A. Agile training
- B. Emotional intelligence training
- C. Communication training
- D. Negotiation training

Answer: B

Explanation:

The project manager should choose emotional intelligence training for their team to help them deal with the difficult stakeholder. Emotional intelligence is the ability to recognize and manage one's own emotions and the emotions of others¹. It can help the team to cope with stress, communicate effectively, empathize with others, overcome challenges, and resolve conflicts². By improving their emotional intelligence, the team can reduce the negative impact of the stakeholder's behavior and enhance their performance and satisfaction. References: = PMBOK Guide 7th Edition, Chapter 4: Team Performance, Section 4.2.2: Develop Team Members and Stakeholders; PMBOK Guide 6th Edition, Chapter 9: Project Resource Management, Section 9.5.2.1: Interpersonal and Team Skills.

NEW QUESTION 37

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

What should the project leader do?

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

Answer: B

Explanation:

According to the PMBOK Guide 7th Edition, one of the principles of project management is to create a collaborative project team culture. This means that the project manager should foster a positive and supportive team environment, where team members can communicate openly, trust each other, and share their ideas and concerns. To create a collaborative project team culture, the project manager should organize team building activities that help the team members to get to know each other, to develop their interpersonal skills, and to enhance their team performance. If the sponsor does not approve an offsite team building activity due to budget constraints, the project manager should use the office facilities and support to organize an interactive event for the team members in-house. This will help to achieve the same objectives of the team building activity, without incurring additional costs or compromising the project scope, schedule, or quality. Explaining the financial constraint and asking each team member to pay their own share, telling the team that the event will be handled at the end of the project, or bypassing the event are not the best

actions, as they do not address the need to build trust and cohesion among the team members, and they may affect the team morale and motivation. References: PMBOK Guide 7th Edition, page 11-12.

NEW QUESTION 38

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

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

Answer: D

Explanation:

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

NEW QUESTION 42

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

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

Answer: A

Explanation:

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

NEW QUESTION 44

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

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

Answer: C

Explanation:

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

NEW QUESTION 49

A highly skilled team resource received a job offer and is leaving the project soon. What should the project manager do to maintain project performance while a new team member is being onboarded?

- A. Offer cross-training and mentoring to the new team member,
- B. Log a risk in the risk register and work with the new team member to mitigate it.
- C. Motivate the new team member to perform.
- D. Share project documents with the new team member,

Answer: A

Explanation:

= The project manager should offer cross-training and mentoring to the new team member to maintain project performance while a new team member is being onboarded. According to the PMBOK® Guide, cross-training is a technique that involves training team members in multiple skills so that they can perform more than one role on the project¹. Mentoring is a technique that involves providing guidance and support to less experienced team members by more experienced team members¹. Both techniques can help the new team member to learn the necessary skills and knowledge to perform the project tasks, and to integrate into the team culture. This way, the project manager can minimize the impact of losing a highly skilled team resource and maintain the project performance. The other options are not sufficient or appropriate for this situation, as they do not address the need to train and support the new team member.

? Logging a risk in the risk register and working with the new team member to mitigate it is a passive and reactive approach that does not help the new team member to acquire the skills and knowledge needed for the project.

? Motivating the new team member to perform is a general and vague action that does not specify how the project manager will help the new team member to perform the project tasks.

? Sharing project documents with the new team member is a necessary but not sufficient action that does not ensure that the new team member will understand and apply the information in the project documents.

References: 1: PMBOK® Guide, 7th edition, page 96.

NEW QUESTION 50

DRAG DROP

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

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

- A. Mastered
- B. Not Mastered

Answer: A

Explanation:

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

NEW QUESTION 51

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

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

D. Input from project stakeholders

Answer: B

Explanation:

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

NEW QUESTION 54

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

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

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

Answer: D

Explanation:

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

NEW QUESTION 59

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

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

Answer: D

Explanation:

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

NEW QUESTION 62

During a project status meeting with senior managers, the project manager gives an update about the status of a deliverable. Some of the senior managers claim not to know about the deliverable. What should the project manager do next?

- A. Check if these stakeholders attend regular project meetings.
- B. Meet with these stakeholders to review the project charter.
- C. Review the project charter to validate this claim.
- D. Validate if the project charter changed from the original one.

Answer: B

Explanation:

According to the PMBOK Guide 7th Edition, the project charter is a document that authorizes the project and defines its high-level scope, objectives, assumptions, constraints, and key stakeholders. The project charter should be approved by the project sponsor and communicated to all relevant stakeholders, including senior managers, to ensure their alignment and commitment to the project. If some of the senior managers claim not to know about the deliverable, it indicates that they may not have been properly informed or involved in the project charter development or approval process. Therefore, the project manager should meet with these stakeholders to review the project charter and clarify their roles, responsibilities, expectations, and interests in the project. This will help to resolve any confusion or conflict and to gain their support and buy-in for the project. Checking if these stakeholders attend regular project meetings, reviewing the project charter, or validating if the project charter changed are not sufficient actions, as they do not address the root cause of the communication gap or the stakeholder engagement issue, and they may not improve the relationship or trust between the project manager and the senior managers. References: PMBOK Guide 7th Edition, page 45-46.

NEW QUESTION 66

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

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

Answer: B

Explanation:

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

NEW QUESTION 70

A project manager received the project charter for a new product. The project is expected to have two main deliveries: the hardware part that has detailed specifications already defined, including a sample machine, and the user interface software that has only a basic specification and a requirement for a user experience design approach.

Which project management approach should the project manager use?

- A. A hybrid approach will work, using agile for software development and a predictive approach for the hardware deliveries.
- B. The software development has a high uncertainty level, so an agile approach is recommended for the project.
- C. The deliverables are significantly different, so the project should be split into two projects that are driven by a program.
- D. The scope is well defined; therefore, a predictive approach is straightforward and the hardware and software can be synchronized on the gates.

Answer: A

Explanation:

According to the PMBOK Guide 7th Edition, a hybrid approach is a combination of two or more project management approaches, such as predictive, adaptive, iterative, incremental, or agile. A hybrid approach can be used when different parts of the project have different levels of uncertainty, complexity, or stakeholder involvement. In this case, the hardware part has detailed specifications and a sample machine, which means that the scope is well defined and stable, and a predictive approach can be used to plan and execute the hardware deliveries. On the other hand, the user interface software has only a basic specification and a requirement for a user experience design approach, which means that the scope is vague and dynamic, and an agile approach can be used to deliver the software incrementally and iteratively, based on customer feedback and changing needs. Therefore, a hybrid approach will work, using agile for software development and a predictive approach for the hardware deliveries, as this will allow the project manager to balance the different characteristics and expectations of the two main deliveries. References: PMBOK Guide 7th Edition, page 19-20.

NEW QUESTION 74

Due to a recent company merger, a project manager from company B has been assigned to a team that is comprised of team members from company A. At the start of the project, conflicts arise due to a lack of clarity on processes and the project manager's relationship with company B. What should the project manager do to resolve this conflict?

- A. Work with the team to analyze which processes are suitable to use and define them in the ground rules.
- B. Ask the team to use company B's processes since they are more familiar with these processes.
- C. Avoid the conflict as the customer feels comfortable with using processes from company A.
- D. Review the historical information and make the decision based on the return on investment (ROI).

Answer: A

Explanation:

When a project involves team members from different organizations, cultures, or backgrounds, there may be conflicts due to different expectations, preferences, or assumptions about the project processes¹. The project manager should not impose, avoid, or ignore these conflicts, as this could lead to resentment, confusion, or poor performance². The project manager should instead work with the team to analyze which processes are suitable to use for the project, considering the project objectives, requirements, constraints, and risks³. The project manager should also define the agreed-upon processes in the ground rules, which are the standards of behavior and communication that the team members follow to work effectively together⁴. The ground rules can help the team members understand their roles and responsibilities, respect each other's differences, and resolve any issues that may arise. References: 1: PMBOK Guide, 6th edition, p. 27 2: PMBOK Guide, 6th edition, p. 339 3: PMBOK Guide, 6th edition, p. 38 4: PMBOK Guide, 6th edition, p. 333 : PMBOK Guide, 6th edition, p. 334

NEW QUESTION 77

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

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

Answer: C

NEW QUESTION 82

A project team delivered a critical deliverable to the customer. The customer complained that the maintenance manual was not included. What should the project manager do next?

- A. Review the stakeholder engagement plan.
- B. Add the needed manual and update the risk log.
- C. Review the terms and conditions of the contract.
- D. Submit a change request to include the manual.

Answer: C

Explanation:

The terms and conditions of the contract are the legal agreement between the project team and the customer that defines the scope, quality, schedule, and cost of the project deliverables. The contract also specifies the roles and responsibilities of each party, the acceptance criteria, the payment terms, and the dispute resolution process¹. The project manager should review the terms and conditions of the contract to determine if the maintenance manual was part of the agreed deliverables, and if so, why it was not delivered. The project manager should also communicate with the customer to understand their expectations and needs, and to resolve the issue in a satisfactory manner.

Option A is not the best answer because reviewing the stakeholder engagement plan may not help the project manager address the customer's complaint. The stakeholder engagement plan is a document that identifies the project stakeholders, their interests, expectations, and influence, and the strategies to engage them throughout the project life cycle². While the stakeholder engagement plan may provide some insights into the customer's preferences and communication methods, it does not specify the contractual obligations of the project team.

Option B is not the best answer because adding the needed manual and updating the risk log may not be the appropriate actions to take before reviewing the contract. The risk log is a document that records the identified risks, their causes, impacts, probabilities, responses, and status³. While the omission of the maintenance manual may be considered a risk that could affect the customer satisfaction and the project reputation, the project manager should first verify if the manual was part of the contract, and if so, what caused the error and how to correct it.

Option D is not the best answer because submitting a change request to include the manual may not be necessary or feasible before reviewing the contract. A change request is a formal proposal to modify any aspect of the project, such as the scope, quality, schedule, or cost⁴. A change request may require approval from the customer, the project sponsor, or other stakeholders, depending on the change control process. The project manager should first review the contract to determine if the manual was already included in the original scope, and if not, if the customer is willing to pay for the additional work and time required to produce the manual. References:

? 1: PMBOK Guide, 7th edition, page 69

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

? 3: PMBOK Guide, 7th edition, page 267

? 4: PMBOK Guide, 7th edition, page 95

NEW QUESTION 84

A project manager is reviewing the status of a large project with team members in different countries. Through the status review, the project manager notices that one team is consistently behind schedule and their work often needs to be corrected. What should the project manager do to improve the quality of this team's work?

- A. Ask a local subject matter expert (SME) to assist the team in reviewing the project requirements.
- B. Guide all team members and bring in external consultants to complete the work.
- C. Review the issue with the project sponsor and work to reduce the scope for that team.
- D. Evaluate the issue with the team to determine if they have the necessary skills to perform assignments.

Answer: D

Explanation:

The project manager should evaluate the issue with the team to determine if they have the necessary skills to perform assignments. This will help to identify the root cause of the poor quality and schedule performance, and to take appropriate actions to address the skill gaps, such as training, coaching, mentoring, or reassigning. Option A is not the best answer because asking a local subject matter expert (SME) to assist the team in reviewing the project requirements may not solve the problem of the team's lack of skills. Option B is not the best answer because guiding all team members and bringing in external consultants to complete the work may not be feasible, cost-effective, or acceptable to the stakeholders. Option C is not the best answer because reviewing the issue with the project sponsor and working to reduce the scope for that team may not be realistic, desirable, or beneficial to the project objectives. References: PMP Exam Set D – Q57 | Premium PMP Exam Questions

However, I cannot guarantee that this answer is 100% verified or accurate, as it is based on a third-party source and not the official PMI reference materials. Therefore, I suggest you to consult the official PMI website² or other reliable sources for more information and confirmation. I hope this helps.

NEW QUESTION 88

A project manager acquired information from the market that would reduce the business value being delivered by an ongoing project. Based on that information, the project manager believes the project should be stopped. How should the project manager handle the situation?

- A. Have a discussion with the project sponsor and cancel the project.
- B. Have a discussion with the sponsor and recommend the project business value be reassessed.
- C. Remove the items no longer applicable from the backlog and present the backlog to the project team.
- D. Continue working on the defined scope and review the risk matrix.

Answer: B

Explanation:

The project manager should handle the situation by having a discussion with the sponsor and recommending the project business value be reassessed. This is because the project manager is not authorized to cancel the project, but should communicate the new information to the sponsor and suggest a reevaluation of the project benefits and alignment with the organizational strategy. This approach is consistent with the principles of stakeholder engagement, communication management, and business environment in project management. References:

? PMBOK Guide, 6th edition, pages 33-34, 51-52, 513-514.

? PMP Exam Content Outline, June 2019, pages 6-7, 10-11, 16-17.

NEW QUESTION 92

A project manager has been moved to a new division and is in charge of an existing project in an unfamiliar domain. When attempting to gain an understanding of the risks for this agile project, what is the primary tool the project manager should employ?

- A. Probability assessments
- B. Workshops for risk avoidance
- C. Interview with the project champion
- D. Collaborative discussion

Answer: D

Explanation:

According to the PMBOK Guide, 6th edition, page 397, a collaborative discussion is a tool and technique for identifying risks in an agile project. A collaborative

discussion is a structured conversation among the project team members and other stakeholders to share their knowledge, experience, and perspectives on the project risks. A collaborative discussion can help the project manager to gain an understanding of the risks for an unfamiliar domain, as well as to foster a culture of openness, trust, and transparency among the project participants. A collaborative discussion can also facilitate the generation of creative and innovative ideas for risk response strategies. References:

? PMBOK Guide, 6th edition, page 397

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NEW QUESTION 96

A project manager has just been assigned to a new project. The project manager's first task is to present the project benefits to the stakeholders.

Which three items should form part of the presentation? (Choose three)

- A. Risks associated with achieving the target benefits
- B. Communications management plan
- C. Metrics to measure benefits throughout the project
- D. Expected business value
- E. Stakeholder register

Answer: ACD

Explanation:

According to the PMBOK Guide, a project manager should identify, analyze, and communicate the benefits of the project to the stakeholders. The project benefits are the measurable improvements resulting from the project outcomes that provide value to the organization and the stakeholders. The project manager should present the following three items as part of the project benefits presentation:

? Risks associated with achieving the target benefits: The project manager should identify and assess the potential threats and opportunities that may affect the realization of the project benefits. The project manager should also plan and implement risk responses to minimize the negative impacts and maximize the positive impacts on the project benefits.

? Metrics to measure benefits throughout the project: The project manager should define and track the key performance indicators (KPIs) that can measure the progress and achievement of the project benefits. The project manager should also compare the actual results with the planned targets and report any deviations or gaps to the stakeholders.

? Expected business value: The project manager should estimate and communicate the expected value that the project will deliver to the organization and the stakeholders. The expected business value can be expressed in terms of financial, strategic, operational, or social benefits that align with the organizational objectives and stakeholder needs. References: PMBOK Guide, 7th edition, page 23-24, 28- 29, 31-32.

NEW QUESTION 97

A project manager was recently assigned to a new project that is about to start. The organization has already signed a fixed-cost contract with the customer detailing the scope and final delivery date, but the project manager has identified several internal constraints and conditions that will certainly prevent the project from being completed in the number of iterations initially planned.

What should the project manager do next?

- A. Create a contingency plan in case the project deviates from the initial plan.
- B. Create an assumption log and map assumptions to impediments based on the impact to the project value.
- C. Create an issue log template that will be used to identify and track impediments.
- D. Create a schedule management plan to ensure the project meets the delivery date.

Answer: B

Explanation:

According to the PMBOK Guide, an assumption log is a project document that records the assumptions and constraints that affect the project planning and execution. The assumption log helps to identify, validate, and monitor the assumptions and constraints throughout the project life cycle, and to address any deviations or changes that may occur. The assumption log also helps to communicate the assumptions and constraints to the project stakeholders, and to manage their expectations and feedback. In this scenario, the project manager faces a fixed-cost contract that defines the scope and final delivery date of the project, but also several internal constraints and conditions that may prevent the project from being completed as planned. The best course of action is to create an assumption log and map the assumptions to the impediments based on the impact to the project value. This can help the project manager to assess the validity and reliability of the assumptions, to identify and prioritize the impediments that may affect the project performance and delivery, and to develop appropriate strategies and actions to mitigate or resolve them. Creating an assumption log and mapping assumptions to impediments based on the impact to the project value (option B) is the best solution to the issue, as it demonstrates proactive and effective project integration and risk management. Creating a contingency plan in case the project deviates from the initial plan (option A) may also be helpful, but it is not the first step that the project manager should take. A contingency plan is a predefined action plan that specifies the steps to be taken if an identified risk event occurs. Before creating a contingency plan, the project manager should first identify and analyze the assumptions and impediments that may cause the project deviation, and determine the probability and impact of the risk events. Creating an issue log template that will be used to identify and track impediments (option C) may also be useful, but it is not the most comprehensive or effective approach. An issue log is a project document that records and monitors the issues that arise during the project and require resolution. However, an issue log does not capture the assumptions and constraints that underlie the issues, nor does it provide a clear mapping of the assumptions to the impediments based on the impact to the project value. Creating a schedule management plan to ensure the project meets the delivery date (option D) may also be necessary, but it is not the most urgent or relevant action. A schedule management plan is a component of the project management plan that establishes the policies, procedures, and documentation for planning, developing, managing, executing, and controlling the project schedule. However, a schedule management plan does not address the assumptions and impediments that may affect the project scope and value, nor does it account for the fixed-cost contract that limits the flexibility and adaptability of the project schedule. References: : Project Management Institute. (2017). A Guide to the Project Management Body of Knowledge (PMBOK Guide) (6th ed.). Newtown Square, PA: Author1 : Project Management Institute. (2017). Agile Practice Guide. Newtown Square, PA: Author2 : The special challenges of project management under fixed-price contracts. (2015)3 : Fixed price agile projects. (2011)2 : Managing Fixed Price Contracts. (2009)3

NEW QUESTION 101

A healthcare organization hired a new compliance specialist to ensure that the healthcare compliance needs are met. The feedback about the new compliance specialist from the team was average.

What should the project manager do to help the new compliance specialist improve?

- A. Coordinate a one-to-one meeting with the specialist to assess the situation.
- B. Contact the human resources (HR) manager about the team's feedback.
- C. Escalate this situation to the manager of the area for a possible solution.
- D. Provide time for the specialist to adjust to the pace of the project.

Answer: A

Explanation:

According to the PMP reference materials, a project manager is responsible for developing and managing the project team, which involves acquiring, motivating, leading, and supporting the team members throughout the project life cycle¹². A project manager should also monitor the team performance and provide feedback, guidance, recognition, and rewards to the team members¹². According to the best practices for team development, a project manager should meet one-on-one with each team member regularly, and get to know them individually³⁴. This helps the project manager to understand the strengths, weaknesses, skills, interests, and expectations of each team member, and to identify any issues or concerns that may affect their performance or satisfaction³⁴. A one-on-one meeting also provides an opportunity for the project manager to show support, appreciation, and respect to the team member, and to offer coaching, mentoring, or training as needed³⁴. The other options are not the best actions to take to help the new compliance specialist improve, as they either do not address the root cause of the problem, or they are not appropriate or effective for the scenario. Contacting the human resources (HR) manager about the team's feedback (B) may not be necessary or helpful, as the HR manager may not have the authority or the expertise to deal with the situation, or it may create a negative impression of the specialist. Escalating this situation to the manager of the area for a possible solution © may not be advisable or feasible, as the manager of the area may not be directly involved or interested in the project, or it may undermine the project manager's role and responsibility. Providing time for the specialist to adjust to the pace of the project (D) may not be sufficient or effective, as it may not address the specific needs or challenges of the specialist, or it may delay the improvement process. References: 1: Manage Project Team - Project Management Institute 2: Project Team Management - Project Management Knowledge 3: How to Develop a Successful Project Team - Project-Management.com 4: 1.6 Build a Team - PM Illustrated PMP Exam

NEW QUESTION 105

Organizational downsizing has resulted in the key subject matter expert (SME) resource leaving a multiyear project. What should the project manager do?

- A. Update the stakeholder register.
- B. Consult the project sponsor.
- C. Refer to the resource management plan.
- D. Modify the statement of work (SOW).

Answer: C

Explanation:

According to the web search results, a subject matter expert (SME) is a professional with in-depth knowledge of a specific subject or area¹. They collaborate with project managers, teams and stakeholders to provide technical expertise and input in their area¹. When an SME leaves a project, it can have a significant impact on the project's quality, scope, schedule and budget².

One of the possible actions that a project manager can take when an SME leaves a project is to refer to the resource management plan³. The resource management plan is a component of the project management plan that describes how project resources are acquired, allocated, managed and released⁴. It may also include a contingency plan for dealing with resource changes or risks⁴. By referring to the resource management plan, the project manager can identify the best way to replace the SME or adjust the project accordingly³.

Another possible action that a project manager can take when an SME leaves a project is to consult the project sponsor. The project sponsor is a person or group who provides resources and support for the project and is accountable for enabling success⁴. The project sponsor can help the project manager to secure a new SME, approve changes to the project scope or budget, or resolve any issues or conflicts that may arise due to the SME's departure.

The other two options, updating the stakeholder register and modifying the statement of work (SOW), may not be the best actions to take when an SME leaves a project. The stakeholder register is a project document that identifies the people, groups or organizations that have an interest in or may affect or be affected by the project⁴. The statement of work (SOW) is a narrative description of the products, services or results to be delivered by the project⁴. Updating the stakeholder register or modifying the SOW may not be necessary or appropriate unless the project scope, objectives or deliverables have changed significantly due to the SME's departure.

Therefore, based on the web search results, the most likely answer to the question is either C or B, but you will have to verify the answer yourself using the official sources. References: 2: Employment Downsizing and its Alternatives - SHRM 1: SMEs in Project Management: Definition and Importance | Indeed.com 3: The Subject Matter Expert (A Misunderstood Product Owner Stance) 4: A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Sixth Edition : Why And How You Should Develop In- House Subject Matter Experts ... - Forbes : Project Management Professional (PMP)® Examination Content Outline

NEW QUESTION 109

An agile team has completed five sprints. The final product is expected to be delivered in another three sprints. The project manager receives a call from the technical resource manager that one of the developers must take leave for the next 4 weeks, with no temporary replacement available.

This is going to significantly impact the deliverable. What should the project manager do?

- A. Perform an impact analysis, readjust the schedule as needed, and communicate the changes to the customer.
- B. Ask the product owner to stretch the delivery team further to complete the final product in the original timeline.
- C. Request additional funding from the sponsor to obtain a new resource to fill in the gap.
- D. Inform the customer of the impact immediately and prepare for escalation.

Answer: A

Explanation:

According to the PMBOK Guide, the project manager should monitor and control the project work, including identifying and responding to risks, issues, and changes that may affect the project objectives. The project manager should also communicate relevant information to the project stakeholders in a timely and appropriate manner. In this scenario, the project manager faces a resource risk that may impact the project deliverable and schedule. The best course of action is to perform an impact analysis to assess the severity and probability of the risk, and then readjust the schedule as needed to accommodate the resource gap. The project manager should also communicate the changes to the customer and other stakeholders, and seek their feedback and approval. This option demonstrates proactive and transparent project management, and aligns with the agile values of customer collaboration and responding to change. Asking the product owner to stretch the delivery team further to complete the final product in the original timeline (option B) may not be feasible or desirable, as it may compromise the quality and scope of the product, and increase the stress and workload of the team. Requesting additional funding from the sponsor to obtain a new resource to fill in the gap (option C) may also be unrealistic or unnecessary, as it may incur additional costs and time to onboard and train the new resource, and may disrupt the existing team dynamics and performance. Informing the customer of the impact immediately and preparing for escalation (option D) may also be premature and counterproductive, as it may create unnecessary panic and conflict, and may undermine the trust and confidence of the customer and other stakeholders. The project manager should first analyze the impact and propose a solution before informing the customer and escalating the issue. References: : Project Management Institute. (2017). A Guide to the Project Management Body of Knowledge (PMBOK Guide) (6th ed.). Newtown Square, PA: Author¹ : Project Management Institute. (2017). Agile Practice Guide. Newtown Square, PA: Author²

NEW QUESTION 113

During project execution, the client requires several changes that will impact the project's duration. The project manager needs to apply fast-tracking techniques to accelerate the schedule, but the team is

concerned about working overtime.
What should the project manager do to motivate the team?

- A. Crash the project schedule to ensure completion on time.
- B. Meet with the team members to review their roles and responsibilities.
- C. Introduce team-building activities to improve team performance.
- D. Negotiate with the client to reduce the changes in requirements.

Answer: C

Explanation:

Fast-tracking is a schedule compression technique that involves performing activities in parallel that were originally planned to be performed sequentially¹. This can increase the risk of rework and errors, as well as the stress and workload of the team members². To motivate the team, the project manager should introduce team-building activities that can enhance the team's trust, collaboration, and morale³. Team-building activities can also help the team cope with the challenges and uncertainties of fast-tracking⁴. References: 1: PMBOK Guide, 6th edition, p. 215 2: PMBOK Guide, 6th edition, p. 216 3: PMBOK Guide, 6th edition, p. 336 4: PMBOK Guide, 6th edition, p. 337

NEW QUESTION 114

An agile project is starting its seventh out of eight iterations. In a planning meeting, the team realizes that an unidentified risk became an issue, and the contingency reserve has to be used.
What should the project manager do?

- A. Help the team review the project approach to initiate the corrective actions.
- B. Ask the sponsor to approve inclusion of an additional iteration to the project.
- C. Ask the sponsor for money to implement the contingency plan.
- D. Ask the team to include the contingency plan in the iteration backlog.

Answer: A

Explanation:

According to the PMBOK Guide, 7th edition, one of the key principles for project delivery is to “embrace uncertainty and respond to change” (p. 12). This principle implies that the project manager should help the team identify and address risks and issues as they arise, rather than relying on predefined plans or reserves. The project manager should help the team review the project approach to initiate the corrective actions, as this will help to resolve the issue, learn from the experience, and improve the project outcomes. Asking the sponsor to approve an additional iteration, asking the sponsor for money, or asking the team to include the contingency plan in the backlog are not effective ways to handle the situation, as they do not address the root cause of the problem, which is the unidentified risk that became an issue. References: PMBOK Guide, 7th edition, p. 12; PMP Exam Content Outline, Domain III: Business Environment, Task 3.

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NEW QUESTION 118

A project manager is meeting with the project sponsor regarding a new project. The project manager tells the sponsor that, as part of the communications management plan, a weekly email will be sent with the status of the project, so the sponsor can be informed of the progress. The sponsor indicates that the email is not necessary because they will ask for a status update whenever it is needed.
What should the project manager do next?

- A. Ask the project sponsor what sort of information is needed and agree on a frequency for the communication.
- B. Tell the project sponsor that if they prefer to not receive the communication, there is no problem in removing them from the email distribution.
- C. Advise the project sponsor to request a 15-minute meeting, whenever necessary, with prior notification.
- D. Agree to the project sponsor's request, but continue to copy them on the weekly email so they can be informed of progress in case it is needed.

Answer: A

Explanation:

According to the PMBOK® Guide, project communication management involves the processes of planning, managing, and monitoring project communications. The project manager is responsible for ensuring that the communication needs of the project stakeholders are met and that the information is timely, clear, and consistent. One of the tools and techniques for planning communications is communication requirements analysis, which involves determining the information needs and preferences of the stakeholders. The project manager should ask the project sponsor what sort of information is needed and agree on a frequency for the communication, based on the project objectives, risks, and issues. This will help the project manager to tailor the communication plan to the project sponsor's expectations and to avoid over- or under-communicating. References:

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

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

NEW QUESTION 120

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

Answer: B

Explanation:

The project manager should ask the Scrum team members to share retrospectives because they can provide valuable insights and feedback on the project performance, processes, and practices. Retrospectives are an agile technique that helps teams to identify what went well, what can be improved, and what actions can be taken to enhance future performance. By asking the Scrum team members to share retrospectives, the project manager can facilitate a collaborative and

constructive learning environment, and capture the lessons learned from both the agile and traditional aspects of the hybrid project. This can also help to increase the stakeholder's appreciation and understanding of the Scrum team's contribution and value to the project. References:

? A Guide to the Project Management Body of Knowledge (PMBOK® Guide) –Seventh Edition, Chapter 3.2.4, page 57

? Agile Practice Guide, Chapter 3.3.2, page 48

? PMP Exam Content Outline, Domain III: Executing, Task 9

NEW QUESTION 124

A project sponsor has requested a trend analysis of all risks that the project has monitored over the past 12 months. What should the agile project manager do?

- A. Organize a stakeholder meeting to brainstorm on general project risks.
- B. Extract this from the project risk register tracking tool and issues log.
- C. Share the annual report with the sponsor.
- D. Refer the sponsor to the contract document.

Answer: B

Explanation:

A trend analysis is a technique that examines project performance over time to determine if performance is improving or deteriorating. A trend analysis of risks can help the project manager and the sponsor to identify the patterns and causes of risks, and to take appropriate actions to mitigate or avoid them. In an agile project, the project manager should use the project risk register tracking tool and the issues log to perform a trend analysis of risks. The project risk register tracking tool is a tool that records the identified risks, their probability, impact, response strategies, and status. The issues log is a document that records the issues that arise during the project, their resolution, and their impact on the project. By extracting the data from these two sources, the project manager can provide the sponsor with a comprehensive and accurate trend analysis of risks. Option B is the best answer because it uses the most relevant and reliable sources of information for the trend analysis of risks. Option A is not a good answer because it does not address the sponsor's request for a trend analysis of risks, and it may waste time and resources by brainstorming on general risks that are not specific to the project. Option C is not a good answer because it does not provide a trend analysis of risks, and it may not include the latest information on the risks that the project has monitored. Option D is not a good answer because it does not provide a trend analysis of risks, and it may not be relevant or helpful to the sponsor's decision-making process. References: [Agile Practice Guide], page 62; [A Guide to the Project Management Body of Knowledge (PMBOK Guide)], Seventh Edition, pages 74-75, 78-79.

NEW QUESTION 126

A new building project is in the middle of its life cycle. The municipality informs the project manager that due to new regulations, the parking lot around the project has to accommodate twice the number of cars than was initially planned.

What should the project manager do next?

- A. Assess the impact of the required change and consult with the executive sponsors to determine the best course of action.
- B. Have the company's lawyers write to the municipality and reject the change as it was not part of the scope approved by the municipality.
- C. Request the project sponsor to fund this change as it is a new regulation, then order the materials in order to start working.
- D. Ask the designers to start designing a solution for this new requirement while the project is running and determine the funding for this change.

Answer: A

Explanation:

According to the PMBOK Guide, 6th edition, page 123, the project manager is responsible for managing the project scope and ensuring that the project deliverables meet the agreed requirements and expectations of the customer and other stakeholders. If the project manager receives a request for a change in the project scope, such as the parking lot size, the project manager should follow the change management process, which involves assessing the impact of the change on the project objectives, constraints, and assumptions, and consulting with the executive sponsors and other key stakeholders to determine the best course of action. The project manager should not reject, accept, or implement the change without following the change management process, as this may lead to scope creep, rework, waste, or poor quality. References:

? PMBOK Guide, 6th edition, page 123

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NEW QUESTION 128

A distributed project team wants to use the common ground principle to ensure that they have a common understanding of the scope. The team asks the project lead to set up a workshop.

What should the project lead do?

- A. Provide the participants with specific instructions and set the expectations.
- B. Ask the senior members of the development team to elaborate on the scope in detail.
- C. Invite participants to the workshop with sufficient lead time to prepare.
- D. Reduce the number of participants to ensure that consensus is reached easier.

Answer: C

Explanation:

This answer is based on the common ground principle, which states that effective communication requires that the parties involved share a mutual understanding of the meaning and intent of the information exchanged. To achieve common ground, the project lead should invite the participants to the workshop with sufficient lead time to prepare, so that they can review the scope statement, the project charter, and any other relevant documents. This will also allow them to raise any questions, concerns, or clarifications before the workshop. By doing so, the project lead can ensure that the workshop is productive, collaborative, and focused on achieving a common understanding of the scope among the distributed project team. References: (Project Management Professional (PMP) Reference Materials source and documents)

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

Seventh Edition, Chapter 3: The Project Environment, Section 3.2: Project Stakeholders and Governance, page 57.

? The Standard for Project Management, Part 2: Value Delivery System, Section 2.2 : Project Planning, page 45.

NEW QUESTION 131

A company is moving its headquarters to another city. The project manager responsible for the assignment has been using a predictive approach during the transition.

However, the information systems will be migrated using an agile approach. The project manager needs to decide which kind of contract to sign with the vendor responsible for migrating the systems. The project manager is concerned about controlling finances while delivering results.

How should the project manager address this situation?

- A. Sign a single agreement for the whole project.
- B. Negotiate payment after all project migration is completed.
- C. Use fixed-price increments as user stories are completed.
- D. Confirm payment after each project retrospective.

Answer: C

Explanation:

= According to the Agile Practice Guide, fixed-price increments are a type of contract that can be used for agile projects, where the scope and price are agreed for each increment or iteration¹. This allows the customer and the vendor to have more flexibility and transparency in defining and delivering the requirements, as well as managing the risks and changes². Therefore, the project manager should use fixed-price increments as user stories are completed, to ensure that the vendor is paid for the value delivered, and that the project manager can control the finances while delivering results. This is also consistent with the agile principle of delivering working software frequently and satisfying the customer through early and continuous delivery of valuable software³. References:

? 1: Agile Practice Guide, p. 48

? 2: Agile Practice Guide, p. 49

? 3: Agile Practice Guide, p. 9

NEW QUESTION 132

A project manager is acting as a servant leader and is struggling to make deadlines on a critical roadway construction project that is falling behind schedule due to a lowperforming team. In order to get the project back on track, what should the project manager do first?

- A. Empower the team members to conduct their job activities and hold each person accountable to improve the schedule.
- B. Notify the project sponsor that the team is underperforming and request additional resources to compress the schedule,
- C. Contact each team member to inform them that further schedule slips will not be tolerated by the project sponsor.
- D. Begin holding daily meetings to assign each team member discrete tasks with specific due dates.

Answer: A

Explanation:

project manager who is acting as a servant leader should empower the team members to conduct their job activities and hold each person accountable to improve the schedule. This is because a servant leader demonstrates commitment to serve and put other people first, and emphasizes flexibility and empathy to empower team members to adapt and thrive. A servant leader also fosters a culture of collaboration, communication, and feedback, and helps the team members develop their skills and potential. By empowering the team members, the project manager can improve their performance, motivation, and satisfaction, and ultimately get the project back on track.

The other three options are not the best actions for a servant leader to take, because:

? Notifying the project sponsor that the team is underperforming and requesting additional resources to compress the schedule is a possible option, but it is not the first thing to do. The project manager should first try to address the root causes of the team's low performance, and explore other ways to improve the schedule, such as fast-tracking, crashing, or re-baselining. Requesting additional resources may not be feasible or effective, and it may also undermine the trust and confidence of the team members and the sponsor.

? Contacting each team member to inform them that further schedule slips will not be tolerated by the project sponsor is a coercive and authoritarian action, which is contrary to the servant leadership style. This action may create fear, resentment, and resistance among the team members, and damage their morale and engagement. It may also increase the risk of conflicts, errors, and turnover, and worsen the project performance.

? Beginning holding daily meetings to assign each team member discrete tasks with specific due dates is a micromanaging and controlling action, which is also contrary to the servant leadership style. This action may reduce the autonomy, creativity, and ownership of the team members, and make them feel disempowered and demotivated. It may also increase the workload and stress of the project manager, and hinder the team's collaboration and learning.

References:

? Leadership Styles - BrainBOK

? 7 Traits of Servant Leadership in Agile Project Management - Project Management Academy

? Servant Leadership in PMO Management: A Path to Success - IIL Blog

? Project Management Institute. (2021). A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition. Project Management Institute.

? Project Management Institute. (2020). Agile Practice Guide. Project Management Institute.

NEW QUESTION 137

During the execution phase of a project, one of the customer's stakeholders keeps requesting changes to the scope every week. Which three actions should the project manager take to resolve this issue? (Choose three)

- A. Adjust the project management plan to include the changes in scope.
- B. Continue the execution as planned and defer the changes to a future phase.
- C. Highlight the impacts of the changes during the next project meeting.
- D. Schedule a meeting with the customer to align the approach.
- E. Update the relevant project documents with this obstacle.

Answer: CDE

Explanation:

According to the PMBOK® Guide, scope changes are inevitable in most projects, and they can have positive or negative effects on the project objectives. Scope changes can be initiated by various sources, such as stakeholders, customers, sponsors, team members, or external factors. Scope changes should be managed through a formal change control process, which involves identifying, analyzing, approving, and implementing the changes. The change control process should be aligned with the project management plan, which defines how changes will be monitored and controlled throughout the project life cycle. The project management plan also includes the scope management plan and the

scope baseline, which describe how the project scope will be defined, validated, and controlled.

In this question, the project manager is facing a situation where one of the customer's stakeholders keeps requesting changes to the scope every week during the execution phase of the project. This can create challenges for the project manager and the project team, such as increased costs, delays, rework, scope creep, quality issues, or stakeholder dissatisfaction. To resolve this issue, the project manager should take the following three actions:

? Highlight the impacts of the changes during the next project meeting. The project manager should communicate with the customer and the project team about the scope changes and their implications for the project. The project manager should explain how the changes will affect the project scope, schedule, cost, quality, resources, risks, and benefits. The project manager should also present the alternatives and trade-offs for each change, and seek feedback and input from the

stakeholders. This will help to create a shared understanding of the situation, and to facilitate the decision-making process.

? Schedule a meeting with the customer to align the approach. The project manager should meet with the customer and the stakeholder who is requesting the changes, and discuss the reasons and expectations behind the changes. The project manager should also review the project scope statement, the scope baseline, and the change control process with the customer, and clarify the roles and responsibilities of each party. The project manager should also negotiate with the customer and the stakeholder to prioritize the changes, and to agree on the criteria and process for approving and implementing them. This will help to establish a common vision and a collaborative relationship with the customer, and to manage their expectations and satisfaction.

? Update the relevant project documents with this obstacle. The project manager should document the scope changes and their impacts, and update the relevant project documents accordingly. The project manager should also record the issue of frequent scope changes, and the actions taken to resolve it, in the issue log. The project manager should also update the risk register, the stakeholder register, the lessons learned register, and any other project documents that may be affected by the scope changes. This will help to maintain the accuracy and consistency of the project information, and to support the project monitoring and controlling activities.

The other options are not correct because they do not provide a valid way to resolve the issue of frequent scope changes. Option A is wrong because it suggests that the project manager should adjust the project management plan to include the changes in scope, without following the change control process or assessing the impacts of the changes. This would violate the project management plan and the scope baseline, and could lead to scope creep, cost overruns, schedule delays, or quality problems. Option B is wrong because it implies that the project manager should continue the execution as planned and defer the changes to a future phase, without communicating with the customer or the stakeholder who is requesting the changes. This would ignore the customer's needs and expectations, and could result in dissatisfaction, conflict, or rejection of the project deliverables. References:

? PMBOK® Guide, 6th edition, pages 134-135, 154-155, 161-162

? How to Manage Scope Changes on a Project

? Scope Change Management - Project Management Knowledge

? Scope Change Control - Project Management Institute

NEW QUESTION 141

A project manager is in the middle of a project when one of the key project team members needs to take an unexpected and prolonged leave of absence. The project is ahead of schedule and running under budget.

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

- A. Check the project's responsibility assignment matrix (RAM) to determine which activities will be affected.
- B. Check if the team member's activities are sufficiently documented to facilitate handover.
- C. Check the risk register for a prepared response to a resource being suddenly unavailable.
- D. Obtain the project sponsor's support to replace the team member on leave.
- E. Reassign responsibilities across the remaining members using the available float for training.

Answer: AC

Explanation:

A project manager should take the following two actions initially to resolve the problem of a key project team member taking an unexpected and prolonged leave of absence:

? Check the project's responsibility assignment matrix (RAM) to determine which activities will be affected. A RAM is a tool that shows the roles and responsibilities of each project team member for each project activity. By checking the RAM, the project manager can identify which activities are assigned to the team member on leave, and how their absence will impact the project schedule, scope, quality, and resources. This will help the project manager to plan for the necessary adjustments and communicate them to the relevant stakeholders.

? Check the risk register for a prepared response to a resource being suddenly unavailable. A risk register is a document that records the identified risks, their probability and impact, and the planned responses for each risk. By checking the risk register, the project manager can see if there is a contingency plan for the situation of a resource being suddenly unavailable, such as a reserve of time, money, or personnel. This will help the project manager to implement the appropriate response and mitigate the negative effects of the risk.

The other three actions are not the best initial steps to take, because:

? Checking if the team member's activities are sufficiently documented to facilitate handover is a good practice, but it is not the first thing to do. The project manager should first determine which activities are affected and how critical they are, before deciding how to hand them over to another team member or an external resource.

? Obtaining the project sponsor's support to replace the team member on leave is a possible option, but it is not the first thing to do. The project manager should first assess the impact of the team member's absence and the availability of alternative resources, before requesting the sponsor's approval and support for a replacement.

? Reassigning responsibilities across the remaining members using the available float for training is a possible option, but it is not the first thing to do. The project manager should first evaluate the feasibility and suitability of this option, considering the skills and workload of the remaining members, the complexity and urgency of the activities, and the amount of float available.

References:

? Project Management Institute. (2021). A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition. Project Management Institute.

? Project Management Institute. (2020). Agile Practice Guide. Project Management Institute.

? Project Team Annual Leave and Absence Tracker

? How To Write a Leave of Absence Request (With Examples)

? Formal Leave of Absence Letter Request Example

NEW QUESTION 142

A project is nearing completion. The contingency time has been consumed. To ensure that the final deliverables are achieved on time and within budget, the project manager has asked the team to follow a rigorous process. This is causing some resistance among the team members.

What should the project manager do to address the growing resistance?

- A. Describe to the team members how specific tools and techniques can be used to finish on time.
- B. Convince team members to use a specific methodology to complete the project on time.
- C. Motivate project team members by offering incentives to complete the project on time.
- D. Crash the project schedule and ask project team members to work overtime to meet the new timeline.

Answer: A

Explanation:

The project manager should describe to the team members how specific tools and techniques can be used to finish the project on time and within budget. This will help the project manager to communicate the rationale and benefits of following a rigorous process, and to address any concerns or questions that the team members may have. The project manager should also acknowledge the team members' efforts and contributions, and provide them with the necessary support and guidance. The other options are not effective or appropriate, as they may create more resistance, distrust, or dissatisfaction among the team members, or

compromise the project quality or scope. References: PMBOK Guide, 7th edition, page 76, 78, 118-119.

NEW QUESTION 144

A project manager is assigned to a project with a long time line and complex scope. The client requires a high-level, long-term plan as well as something that will work immediately, adding features to the product as the project progresses. How should the project manager plan and deliver this project?

- A. Plan the project with a predictive approach and a work breakdown structure (WBS) following the plan and deliver value at the end of the project.
- B. Select an agile approach and manage the project according to best practices to ensure value is delivered to the client.
- C. Agree on a minimum viable product (MVP) first to be delivered immediately with the client and then release the rest of the scope at the end of the project.
- D. Plan the project with a predictive approach with a work breakdown structure (WBS) and then execute it using an agile approach to deliver value incrementally.

Answer: D

Explanation:

According to the PMBOK Guide, a project manager should choose the appropriate project approach based on the project context, objectives, stakeholders, governance, and environment¹. A project approach can be predictive, agile, or hybrid, depending on the degree of uncertainty and change involved in the project². A predictive approach is a plan-driven approach that follows a sequential and linear process to deliver the project scope as defined at the beginning of the project. An agile approach is a value-driven approach that follows an iterative and incremental process to deliver the project scope as it evolves throughout the project. A hybrid approach is a combination of serial and agile strategies that can be used for different phases or work packages of a project³.

In this scenario, the project manager is assigned to a project with a long time line and complex scope. The client requires a high-level, long-term plan as well as something that will work immediately, adding features to the product as the project progresses. This suggests that the project has both predictable and unpredictable elements, and the client expects both stability and flexibility from the project manager. Therefore, the project manager should plan and deliver the project using a hybrid approach, which can provide the best of both worlds. The project manager should plan the project with a predictive approach with a work breakdown structure (WBS), which is a hierarchical decomposition of the project scope into manageable components. The WBS can help the project manager to define the high-level, long-term plan for the project, as well as to estimate the project resources, time, and cost. The project manager should then execute the project using an agile approach, which can allow the project manager to deliver value incrementally and iteratively, adding features to the product as the project progresses. The agile approach can also enable the project manager to respond to changes and feedback from the client and the stakeholders, and to adapt the project scope accordingly.

The project manager should not plan the project with a predictive approach and a WBS following the plan and deliver value at the end of the project, as this may not meet the client's need for something that will work immediately and add features to the product as the project progresses. The predictive approach may also be rigid and inflexible to cope with the complex and uncertain scope of the project. The project manager should not select an agile approach and manage the project according to best practices to ensure value is delivered to the client, as this may not satisfy the client's requirement for a high-level, long-term plan for the project. The agile approach may also be too vague and ambiguous to handle the long time line and complex scope of the project. The project manager should not agree on a minimum viable product (MVP) first to be delivered immediately with the client and then release the rest of the scope at the end of the project, as this may not provide a clear and consistent vision and direction for the project. The MVP is a version of the product that has enough features to satisfy the early adopters and provide feedback for future development. The MVP may not represent the full scope and value of the project, and may not align with the client's expectations and needs.

References: 1: PMBOK Guide, 6th edition, page 19. 2: PMBOK Guide, 6th edition, page 25. 3: PMBOK Guide, 6th edition, page 27. : PMBOK Guide, 6th edition, page 155. : [What is a Minimum Viable Product (MVP)?]

NEW QUESTION 146

DRAG DROP

During a project's planning session, the project team discussed selecting the required information to be included in the monthly progress report. This report will be produced in the Executing and Monitor and Controlling phases and will be used when communicating project progress to the client.

Match the scenario on the left with the action on the right.

Team will measure the progress and convert it to equivalent dollar value	Value of Work Done
Team will measure project progress and compare it to base schedule	Schedule Performance Index (SPI)
Team will show a graphical representation of actual progress, trend progress, and the planned progress	Earned Value (EV) Calculation
Team will show the project progress with measurement of cost & schedule	S-Curve

- A. Mastered
- B. Not Mastered

Answer: A

Explanation:

The correct answer is to match the scenario on the left with the action on the right as follows:

? Team will measure the progress and convert it to equivalent dollar value -> Earned Value Analysis

? Team will measure project progress and compare it to base schedule -> Schedule Variance

? Team will show the project progress with measurement of cost & schedule -> Cost Performance Index and Schedule Performance Index

? Team will show a graphical representation of actual progress, trend progress, and the planned progress -> S-Curve

Comprehensive and Detailed Explanation: According to the PMBOK® Guide – Seventh Edition¹, a monthly progress report is a type of performance report that provides information on the project's status, achievements, issues, and risks. It is used to communicate project progress to the client and other stakeholders, and to support decision making and corrective actions. A monthly progress report typically includes the following elements:

? Project summary: A brief overview of the project's objectives, scope, deliverables, milestones, and key performance indicators (KPIs).

? Project performance: A detailed analysis of the project's performance in terms of cost, schedule, quality, scope, and risks. This section may use various tools and techniques, such as:

? Project issues and risks: A list of the current and potential issues and risks that affect the project, and their impact, probability, and mitigation strategies. This section may use a risk register or a risk matrix to document and prioritize the risks.

? Project changes: A summary of the changes that occurred or are requested during the project, and their impact on the project's scope, cost, schedule, quality, and risks. This section may use a change log or a change request form to track and approve the changes.

? Project action items: A list of the tasks or activities that need to be completed or followed up by the project team or stakeholders. This section may include the assignee, due date, status, and priority of each action item.

References: 1: PMBOK® Guide – Seventh Edition | Project Management Institute

NEW QUESTION 149

A company's new communication system will include online dashboard reporting. The executive board might receive bi-weekly performance reports through the online dashboard.

What should the project manager do?

- A. Review the configuration management plan.
- B. Update the stakeholder engagement plan.
- C. Review the project management plan.
- D. Update the communications management plan.

Answer: D

Explanation:

The communications management plan is a component of the project management plan that describes how project communications will be planned, structured, implemented, and monitored for effectiveness¹. It also defines the communication methods, formats, frequency, and stakeholders for each type of communication². Since the company's new communication system will introduce a new format and frequency of communication for the executive board, the project manager should update the communications management plan to reflect this change and ensure that the stakeholders' information needs are met³.

References:

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

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

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

NEW QUESTION 152

A key challenge that a project manager is facing is the lack of discipline by various team members and their inability to harness energy to achieve the project objectives. What should the project manager do to overcome this challenge?

- A. Approach the project sponsor and request help in discussing the project deliverables with team members.
- B. Assign multiple managers to the various teams and delegate all of the tasks to them.
- C. Explain to the team that the project manager is ultimately responsible for the delivery.
- D. Meet with each team member separately and apply an appropriate approach with each one.

Answer: D

Explanation:

According to the PMBOK® Guide, project team management involves the processes of leading, motivating, developing, and managing project team members. The project manager is responsible for creating a positive team environment that fosters collaboration, trust, and performance. One of the tools and techniques for managing the project team is interpersonal and team skills, which include conflict management, emotional intelligence, leadership, and problem-solving. The project manager should use these skills to meet with each team member separately and apply an appropriate approach with each one, depending on their personality, needs, and issues. This will help the project manager to address the lack of discipline and harness the energy of the team members to achieve the project objectives. References:

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

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

NEW QUESTION 154

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