



# **PMP**

## **Exam Questions PMP**

Project Management Professional

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### NEW QUESTION 1

A project manager is working on a project nearing completion using a hybrid approach. During the last daily standup, the team identified a risk of not delivering on time because team members have not initiated any of the tasks assigned to them. The project has a hard deadline to complete the agreed-on deliverables. What should the project manager do in this situation?

- A. Hire additional resources to increase capacity using the contingency budget.
- B. Empower the team to self-organize and make decisions to overcome the delay.
- C. Reassign the remaining tasks to the most experienced team members.
- D. Inform the sponsor about the degraded performance of the team members.

**Answer: B**

#### Explanation:

According to the PMBOK® Guide – Seventh Edition<sup>1</sup>, a hybrid approach in project management is a combination of two or more methodologies or systems that aims to create a new and better model. A hybrid approach can blend elements from predictive and adaptive methods, such as waterfall and agile, to suit the needs and context of the project. A hybrid approach can provide flexibility, responsiveness, and customer satisfaction, as well as clarity, structure, and control.

In this scenario, the project manager is using a hybrid approach to deliver the project, which means that the team should be able to adapt to changes and uncertainties, as well as follow the agreed-on plan and scope. The team has identified a risk of not delivering on time, which is a serious threat to the project success. The project manager should act quickly and effectively to mitigate this risk and ensure the timely completion of the project.

The best option for the project manager to do in this situation is to empower the team to self-organize and make decisions to overcome the delay (option B). This is consistent with the agile principle of trusting the team to deliver the best value to the customer<sup>2</sup>. By empowering the team, the project manager can foster a sense of ownership, accountability, and motivation among the team members, and enable them to collaborate, communicate, and solve problems more efficiently and creatively. The team can also leverage their skills, knowledge, and experience to prioritize, plan, and execute the tasks that are most critical and valuable for the project.

The other options are not the best actions to take in this situation, as they may not address the root cause of the delay, and may have negative consequences for the project and the team. Hiring additional resources to increase capacity using the contingency budget (option

A) may not be feasible or effective in a hybrid environment, where the team is expected to be cross-functional, self-organizing, and collaborative. Adding new resources may introduce communication and coordination challenges, increase the complexity and cost of the project, and disrupt the team dynamics and performance. Reassigning the remaining tasks to the most experienced team members (option C) may not be fair or realistic, as it may overload and demoralize the experienced team members, and undermine the trust and collaboration among the team. It may also create a dependency and a single point of failure for the project. Informing the sponsor about the degraded performance of the team members (option D) may not be helpful or constructive, as it may damage the relationship

and reputation of the team, and may not provide any solution or action plan for the delay. It may also violate the principle of transparency and feedback, which requires the project manager to communicate openly and honestly with the team and the stakeholders, and to provide constructive and timely feedback to improve the team performance<sup>3</sup>.

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

Institute 2: Principles behind the Agile Manifesto 3: Agile Practice Guide | Project Management Institute

### NEW QUESTION 2

A project to implement a new online landing platform has started. After the first sprint, the project sponsor requested a change. What should the project manager do next?

- A. Escalate the change request to the sponsor.
- B. Inform the stakeholders of the change.
- C. Facilitate the update of the product backlog.
- D. Validate the work completed.

**Answer: C**

#### Explanation:

= According to the PMBOK® Guide, a product backlog is a prioritized list of work for the development team that is derived from the roadmap and its requirements. The most important items are shown at the top of the product backlog so the team knows what to deliver first. The development team pulls work from the product backlog as there is capacity for it, either continually (kanban) or by iteration (scrum). The product backlog is an emergent and dynamic artifact that is updated and refined throughout the project life cycle. Changes in the product backlog can be triggered by various factors, such as stakeholder feedback, new requirements, technical discoveries, or market conditions. When a change request is received, the product owner is responsible for evaluating the value and priority of the change, and deciding whether to accept or reject it. If the change is accepted, the product owner should facilitate the update of the product backlog by adding, modifying, or removing product backlog items as needed. The product owner should also communicate the change and its impact to the development team and other relevant stakeholders. The product owner may use various techniques to update the product backlog, such as user stories, acceptance criteria, story mapping, backlog grooming, or sprint planning. Updating the product backlog helps to ensure that the development team is working on the most valuable and relevant work items, and that the product vision and goals are aligned with the stakeholder expectations and needs. References: PMBOK® Guide, Sixth Edition, pages 181-182, 513-536. Atlassian. Scrum.org. Visual Paradigm. ProductPlan.

### NEW QUESTION 3

During the early phase of a project, the requirements documentation was not approved. It was identified that the leader of a user party was not included in any of the requirements collection communications.

Which of the documents was likely missed or outdated?

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

**Answer: A**

#### Explanation:

The stakeholder register is a document that identifies and analyzes the project stakeholders, their roles, interests, expectations, influence, and communication requirements<sup>1</sup>. It is an output of the identify stakeholders process, which is performed during the early phase of a project<sup>2</sup>. If the leader of a user party was not included in any of the requirements collection communications, it means that the stakeholder register was likely missed or outdated, and the stakeholder analysis

was not performed properly. This could lead to unmet stakeholder needs, conflicts, delays, or rework. References:

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

Seventh Edition, Chapter 13, Section 13.1.3.1

? 2: A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition, Chapter 13, Section 13.1.1

? 3: A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition, Chapter 13, Section 13.1.2

#### NEW QUESTION 4

A project interfaces with other projects that are in the same portfolio but are being developed in international locations. One of the international projects has suggested a tactical change that needs to be implemented in this project.

What should the project manager do next?

- A. Reject the change request since it may negatively impact the project's performance.
- B. Implement the change request as soon as possible to avoid accumulating new scope.
- C. Keep the focus on the priority items while the change goes through the change control process.
- D. Use the team's connections with international colleagues to get early warnings on future changes.

**Answer: C**

#### Explanation:

The change control process is a set of procedures that ensures that any proposed changes to the project scope, schedule, cost, quality, or other aspects are evaluated, approved, and implemented in a controlled and coordinated manner. The project manager should follow this process when receiving a change request from another project, regardless of its origin or urgency. The project manager should also keep the focus on the priority items while the change is being assessed, as not to disrupt the project progress or performance. The other options are not appropriate, as they either ignore the change request, bypass the change control process, or rely on informal communication channels. References: PMBOK Guide, 7th edition, page 112-113.

#### NEW QUESTION 5

A project manager has just been assigned to a team that is developing a new design product. The work breakdown structure (WBS) has been created and the activities have been assigned to the team members. The project manager finds that there are activities that could be completed sooner by other team members. If the current assignments are left as is, the project could be delayed 2 weeks.

What should the project manager do in this situation?

- A. Maintain the task assignments as planned and compress the other tasks to keep the project on schedule.
- B. Ask the team members to work overtime to finish the tasks on time according to the schedule.
- C. Keep the task assignments unchanged since the project management plan has been approved.
- D. Review the work allocation and reassign some tasks to shorten the critical path.

**Answer: D**

#### Explanation:

= This answer is based on the knowledge area of project schedule management, which involves planning, developing, managing, and controlling the project schedule. The project manager should review the work allocation and reassign some tasks to shorten the critical path, which is the longest sequence of activities that determines the project duration. By doing so, the project manager can optimize the use of the project resources, reduce the project completion time, and avoid unnecessary delays. References: (Project Management Professional (PMP) Reference Materials source and documents)

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

Seventh Edition, Chapter 6: Planning and Managing the Schedule, Section 6.2: Developing the Schedule, page 149.

? The Standard for Project Management, Part 2: Value Delivery System, Section 2.2: Project Planning, page 47.

#### NEW QUESTION 6

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 7

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

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

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

**Answer: D**

#### Explanation:

The key activity that is needed to ensure the project's success is to mitigate the risk of the partner's system being unavailable by developing alternative plans to make the solution ready and available without full integration capabilities. According to the PMBOK® Guide, risk mitigation is a risk response strategy that involves reducing the probability and/or impact of a negative risk<sup>1</sup>. In this case, the risk of the partner's system being unavailable is a negative risk that could affect the project scope, schedule, cost, and quality. Therefore, the project manager should mitigate the risk by developing alternative plans to deliver the solution with partial or no integration with the partner's system, and to ensure the solution meets the customer needs and expectations. This way, the project manager can minimize the impact of the risk on the project performance and ensure the project's success. The other options are not the key activities that are needed to ensure the project's success, as they do not address the need to mitigate the risk.

? Continuously monitoring the risk of the partner system's unavailability and putting the proper resolution plans in place in case the risk materializes into an actual issue is a necessary but not sufficient activity that does not involve mitigating the risk before it occurs. Monitoring risks is the process of tracking the implementation of risk response plans, identifying and analyzing new risks, and evaluating risk process effectiveness<sup>1</sup>. Resolution plans are also known as contingency plans or fallback plans, which are implemented only if the risk occurs<sup>1</sup>. These activities do not reduce the probability and/or impact of the risk, which is the goal of risk mitigation.

? Communicating to the project stakeholders that full integration may not be possible and that the project will potentially be delayed as a result is an important but not sufficient activity that does not involve mitigating the risk before it occurs. Communicating risks is the process of sharing information about risks with the project stakeholders, such as the risk status, progress, and issues<sup>1</sup>. This activity does not reduce the probability and/or impact of the risk, which is the goal of risk mitigation.

? Eliminating the risk by mandating the partner to change the system settings to facilitate an easier integration with the new solution is an unrealistic and inappropriate activity that does not involve mitigating the risk before it occurs. Eliminating risks is a risk response strategy that involves removing the risk entirely<sup>1</sup>. In this case, the project manager cannot eliminate the risk by mandating the partner to change the system settings, as the partner may not agree or comply with the request, and the system settings may not be the only cause of the risk.

This activity does not reduce the probability and/or impact of the risk, which is the goal of risk mitigation.

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

#### NEW QUESTION 8

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

What does the project manager need to do now?

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

**Answer: C**

#### Explanation:

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

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

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

#### NEW QUESTION 9

During the final stage of the launch for a new design, team members are having a conflict about some features of the design. What should the project manager do?

- A. Ask the project sponsor to make the decision about the design features.
- B. Call a stakeholder meeting along with team members and seek consensus.
- C. Ask stakeholders to reduce the scope in order to meet project deadlines.
- D. Review the design with the team members and propose a new launch date.

**Answer: B**

#### Explanation:

The project manager should call a stakeholder meeting along with team members and seek consensus about the design features. This is because the project



manager needs to resolve the conflict among the team members and ensure that the design meets the stakeholder expectations and requirements. The project manager should use conflict resolution techniques such as collaborating, compromising, or problem-solving to facilitate a constructive dialogue and reach a mutually acceptable agreement. The project manager should also consider the impact of the design features on the project scope, quality, schedule, and cost and communicate any changes or issues to the relevant stakeholders.

? Option A is not a good action, as asking the project sponsor to make the decision about the design features may not be appropriate or effective. It may also undermine the team members' autonomy, creativity, and ownership of their work. The project manager should try to involve the team members and other stakeholders in the decision-making process and not rely on the project sponsor's authority or influence.

? Option C is not a good action, as asking stakeholders to reduce the scope in order to meet project deadlines may not be feasible or desirable. It may also create dissatisfaction, confusion, and resistance among the stakeholders. The project manager should try to deliver the project scope as agreed and not change it without proper justification and approval.

? Option D is not a good action, as reviewing the design with the team members and proposing a new launch date may not be necessary or beneficial. It may also create additional risks, issues, and delays for the project. The project manager should try to launch the project as planned and not postpone it without proper justification and approval. References:

? [PMBOK Guide], 6th edition, page 386, section 10.3

? [PMP Exam Content Outline], page 12, task 4 under domain 3

#### NEW QUESTION 10

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

How should the project manager handle this moving forward?

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

**Answer: B**

#### Explanation:

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

References: PMBOK Guide, 7th edition, p. 121-122; PMP Exam Content Outline, Domain II: Process, Task 4.

#### NEW QUESTION 10

A project team 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 circumstances<sup>1</sup>. The iteration retrospective is a meeting where the team reflects on what went well and what can be improved in the next iteration<sup>2</sup>. 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 future<sup>3</sup>. 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 11

A project is being planned to deliver a proof of concept to evaluate technology compatibilities. The business and project stakeholders are having difficulty agreeing on what should be included in the final product.

What should the project manager do?

- A. Include all stakeholders in the creation of the project charter.
- B. Determine the root cause of their inability to determine the project scope.
- C. Include the technology suppliers in the creation of the business case.
- D. Determine a clear distinction between business and technology benefits.

**Answer: A**

#### Explanation:

The project charter is a document that formally authorizes the project and defines its high-level scope, objectives, assumptions, constraints, and stakeholders<sup>1</sup>. The project charter is usually created by the project sponsor or initiator, but it should also involve the input and agreement of all the key stakeholders, including the business and project stakeholders, as well as the technology suppliers<sup>2</sup>. By including all stakeholders in the creation of the project charter, the project manager

can ensure that their expectations, requirements, and interests are aligned and clarified, and that they have a common understanding of what the project aims to deliver. This can help avoid or reduce conflicts, ambiguities, or changes in the project scope later on. References: 1: PMBOK Guide, 6th edition, p. 77 2: PMBOK Guide, 6th edition, p. 80 3: PMBOK Guide, 6th edition, p. 30 : PMBOK Guide, 6th edition, p. 134

#### NEW QUESTION 12

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

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

**Answer: B**

#### Explanation:

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

#### NEW QUESTION 13

A company has decided to implement a new archiving system. A data breach occurred during the implementation of the project. What should the project manager do first?

- A. Ask the team to fix the system to resolve the issue.
- B. Update the risk register with the risk and proposed impact.
- C. Implement the planned risk response to handle the issue.
- D. Review possible alternative documentation methods with team.

**Answer: C**

#### Explanation:

The project manager should first implement the planned risk response to handle the issue of data breach, which is a negative risk or threat to the project. The project manager should have identified, analyzed, and planned for such a risk in the risk management process and documented the appropriate risk response strategy and actions in the risk register. Implementing the risk response will help to minimize the impact of the risk on the project objectives and stakeholders. Asking the team to fix the system, updating the risk register, or reviewing alternative documentation methods are not the first actions to take, as they may not address the root cause or the severity of the issue, or they may be part of the risk response implementation. References:

? PMBOK® Guide 7th Edition, Chapter 9: Uncertainty, Section 9.2: Respond to Uncertainty, Page 233

? PMBOK® Guide 6th Edition, Chapter 11: Risk Management, Section 11.5: Implement Risk Responses, Page 442

? Agile Practice Guide, Chapter 3: Implementing Agile: Creating an Agile Environment, Section 3.4: Delivery Practices, Page 41

#### NEW QUESTION 18

The project management office (PMO) assigns a project manager who specializes in hybrid approaches to a predictive project that is off track from both the cost and schedule perspectives. The project runs into further delays as the project manager is ramping up on the project. The stakeholders are unhappy and ask senior management to replace the project manager. How should the project manager approach this situation?

- A. Socialize with the stakeholders to better understand their needs and reset expectations.
- B. Escalate the stakeholder issue to the management team and ask for help with resolving the conflict.
- C. Continue to work on the project until the stakeholders and management come to a decision.
- D. Meet with the stakeholders to understand their concerns and define an action plan to resolve issues.

**Answer: A**

#### Explanation:

According to the PMBOK Guide 7th Edition, one of the principles of project management is to engage stakeholders. This means that the project manager should identify, analyze, and involve the stakeholders throughout the project, and provide them with timely and appropriate information that meets their needs and expectations. To engage stakeholders, the project manager should socialize with the stakeholders to better understand their needs and reset expectations, especially when the project is off track or facing challenges. This will help to build trust, rapport, and collaboration among the project manager and the stakeholders, and to address any issues or concerns that may affect the project outcome or stakeholder satisfaction. Escalating the stakeholder issue, continuing to work on the project, or meeting with the stakeholders are not the best actions, as they do not demonstrate the project manager's commitment, empathy, or proactivity to engage the stakeholders, and they may not resolve the underlying causes of the stakeholder dissatisfaction or the project deviation. References: PMBOK Guide 7th Edition, page 12-13.

#### NEW QUESTION 22

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

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

**Answer: D**

**Explanation:**

According to the PMBOK Guide 7th Edition, an agile project is a project that uses an adaptive, iterative, incremental, or agile approach to deliver value to the customer in a fast and flexible way. An agile project typically consists of a self-organizing and cross-functional team, which is empowered to make decisions and collaborate with each other to achieve the iteration goals. If a team member's performance is poor and affects the team's ability to meet the iteration goals, the project manager should allow the project team to discuss the problem with this team member, and to provide feedback, coaching, and support to help the team member improve their performance. This will help to foster a positive and supportive team culture, where team members can communicate openly, trust each other, and share their ideas and concerns. Discussing the issue with the team member's functional manager, informing the HR department, or speaking to the team member are not the best actions, as they do not demonstrate the project manager's respect for the team's autonomy and accountability, and they may undermine the team's cohesion and motivation. References: PMBOK Guide 7th Edition, page 19-20.

**NEW QUESTION 26**

A project manager has a team of shared resources from other projects who are working on a client project. Three days before the project is due, the team informs the project manager that the project will be delayed because a component was not delivered on time. Competing priorities of the shared resources are delaying delivery of the component. What should the project manager have done to prevent this delay from happening?

- A. Maintained constant communication with the stakeholders of the other projects
- B. Used the resource management plan to identify the impacts of the other projects
- C. Updated the risk management plan and registered lessons learned for the project
- D. Reorganized the team for the project based on the work breakdown structure (WBS)

**Answer: B**

**Explanation:**

According to the PMBOK Guide 7th Edition, the resource management plan is a component of the project management plan that describes how the project resources are acquired, allocated, monitored, and controlled. The resource management plan also includes the resource breakdown structure (RBS), which is a hierarchical representation of the project resources by category and type. The project manager should use the resource management plan and the RBS to identify the impacts of the other projects on the availability and utilization of the shared resources, and to plan accordingly. The project manager should also communicate with the resource managers and the project sponsors of the other projects to negotiate and resolve any resource conflicts or issues. Therefore, the best answer is B. References: PMBOK Guide 7th Edition, pages 15, 16, 57, 58, 59.

**NEW QUESTION 28**

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 30**

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 32**

A company plans to initiate a project involving a new technology. Approval for the project is required. What should the project manager do?

- A. Review the cost and schedule baselines for execution.
- B. Identify the risks in implementing the new technology.
- C. Define change management for the new technology.
- D. Analyze the cost and identify the project benefits.

**Answer: D**

**Explanation:**

The project manager should analyze the cost and identify the project benefits before initiating a project involving a new technology. This is because the project manager needs to justify the business case and the return on investment (ROI) of the project to the project sponsor and other stakeholders who will approve the project. The project manager should also consider the alignment of the project with the organizational strategy and goals. The project manager should use tools and techniques such as cost-benefit analysis, net present value (NPV), internal rate of return (IRR), and benefit-cost ratio (BCR) to evaluate the feasibility and viability of the project.

? Option A is not a good action, as reviewing the cost and schedule baselines for execution is a planning activity that should be done after the project is approved and initiated. The project manager should not assume the project baselines before conducting a thorough analysis of the project scope, requirements, resources, and constraints.

? Option B is not a good action, as identifying the risks in implementing the new technology is also a planning activity that should be done after the project is approved and initiated. The project manager should not focus on the potential negative outcomes of the project before establishing the positive outcomes and benefits of the project.

? Option C is not a good action, as defining change management for the new technology is also a planning activity that should be done after the project is approved and initiated. The project manager should not anticipate the changes that may occur during the project execution before defining the project scope, objectives, and deliverables. References:

? [PMBOK Guide], 6th edition, page 33, section 1.2.3

? [PMP Exam Content Outline], page 8, task 1 under domain 1

**NEW QUESTION 37**

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

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

**Answer: D**

**Explanation:**

The comprehensive and detailed explanation is as follows:

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

The other options are not correct because:

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

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

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

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

The references are:

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

#### NEW QUESTION 38

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 40

At a project status meeting, different activities were agreed upon for the following weeks. At the end of the first week, the project team realizes that the activities were executed in the wrong way because each team member had a different understanding. These misunderstandings have caused a delay in the project. Which of the following actions should the project manager take to avoid this situation in the future?

- A. Conduct reviews prior to performing activities.
- B. Use a common communication terminology.
- C. Monitor the team's performance metrics.
- D. Document the agreement in the meeting minutes.

**Answer: D**

#### Explanation:

this question is related to the Project Management Professional (PMP) certification exam, which is a credential that validates the knowledge and skills of project managers. The PMP exam is based on the PMBOK Guide, 7th edition, which is a standard that provides a framework and best practices for managing projects. The question describes a situation where at a project status meeting, different activities were agreed upon for the following weeks. At the end of the first week, the project team realizes that the activities were executed in the wrong way because each team member had a different understanding. These misunderstandings have caused a delay in the project. The question asks which of the following actions should the project manager take to avoid this situation in the future. Based on this information, the best answer is option D, which is to document the agreement in the meeting minutes. This is because documenting the agreement in the meeting minutes is a communication management practice that can help the project manager to ensure that the project team has a clear and consistent understanding of the project activities and expectations. Meeting minutes are documents that record the key information and decisions from a meeting, such as the date, time, location, attendees, agenda, action items, and follow-up actions. Documenting the agreement in the meeting minutes can help the project manager to communicate and confirm the project activities and expectations with the project team, as well as to monitor and control the project progress and performance. Documenting the agreement in the meeting minutes can help the project manager to avoid the situation of executing the activities in the wrong way, as well as to prevent or reduce the project delays.

Option A, which is to conduct reviews prior to performing activities, is not a good answer. This is because conducting reviews prior to performing activities may not be relevant or effective to avoid the situation in the future. Reviews are processes that involve examining and evaluating the project work or deliverables to ensure that they meet the quality standards and requirements. Reviews may include techniques such as inspections, audits, walkthroughs, or peer reviews. Conducting reviews prior to performing activities can help the project manager to identify and correct any errors or defects in the project work or deliverables, as well as to improve the quality and value of the project. However, conducting reviews prior to performing activities may not help the project manager to avoid the situation of executing the activities in the wrong way, as it may not address the issue of unclear or inconsistent understanding of the project activities and expectations among the project team.

Option B, which is to use a common communication terminology, is not a good answer. This is because using a common communication terminology may not be enough or sufficient to avoid the situation in the future. Communication terminology is a set of words or phrases that are used to convey information or messages in a specific context or domain. Communication terminology may include acronyms, abbreviations, jargon, or slang. Using a common communication terminology can help the project manager to facilitate clear and consistent communication and understanding among the project team and other stakeholders, as well as to avoid or reduce any confusion or ambiguity. However, using a common communication terminology may not help the project manager to avoid the situation of executing the activities in the wrong way, as it may not ensure that the project team has a complete and accurate understanding of the project activities and expectations. Option C, which is to monitor the team's performance metrics, is not a good answer. This is because monitoring the team's performance metrics may not be relevant or effective to avoid the situation in the future. Performance metrics are measures that indicate the progress and performance of the project team or the project work. Performance metrics may include indicators such as schedule variance, cost variance, quality metrics, customer satisfaction, or team engagement. Monitoring the team's performance metrics can help the project manager to track and evaluate the project team's performance and productivity, as well as to identify and address any issues or risks that may affect the project outcomes. However, monitoring the team's performance metrics may not help the project manager to avoid the situation of executing the activities in the wrong way, as it may not prevent or resolve the issue of unclear or inconsistent understanding of the project activities and expectations among the project team. References: PMBOK Guide, 7th edition; PMP Exam Content Outline; PMP Sample Test Questions.

#### NEW QUESTION 44

A project manager is using an agile approach. During the sprint planning meeting, the product owner flagged a backlog item as high business value and easy to implement.

However, the other team members identified a high dependency between this item and another item that is flagged as low business value and high complexity. What should the project manager do to support the backlog prioritization?

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

**Answer:** A

**Explanation:**

According to the Agile Practice Guide, one of the agile principles is to “collaborate with others”. This means that the project manager should foster a collaborative project team environment and engage stakeholders effectively. The project manager should also use appropriate techniques and tools to facilitate the backlog prioritization process, such as value-based analysis, MoSCoW, Kano model, and relative ranking. The Agile Practice Guide also states that “prioritization is a key activity for agile teams and their stakeholders”. The project manager should support the product owner and the team to prioritize the backlog items based on various factors, such as value, urgency, dependencies, and feedback. The project manager should also help the team to resolve any conflicts or issues that may arise during the prioritization process, and reach a consensus on the best course of action. Therefore, the best answer is A. References: Agile Practice Guide, pages 9, 10, 35, 36, 37.

**NEW QUESTION 49**

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 others<sup>1</sup>. It can help the team to cope with stress, communicate effectively, empathize with others, overcome challenges, and resolve conflicts<sup>2</sup>. 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 53**

An agile coach and technical writer for a globally distributed agile team are in a country with a 9-hour time zone difference from the agile team. The agile coach and project lead disagree on the timing for the daily standup. The project lead thinks the standup should be at 10:00 am local time, but the agile coach and technical writer feel that is an inconvenient time for them.

How does the project lead ensure adherence to agile practices?

- A. Escalate to management that the agile process is not going to work and ask them to speak to the agile coach.
- B. Inform the agile coach that the daily standup will be at 10:00 am local time and ensure all parties can attend.
- C. Have two separate daily standups, one for the agile coach and technical writer and one for the agile development team.
- D. Have a discussion with the team on the approach and come to a decision on when the daily standups should be.

**Answer:** D

**Explanation:**

= This answer is based on the agile principle of self-organizing teams, which means that the team members collaborate and decide how to best accomplish their work, rather than being directed by others outside the team. By having a discussion with the team on the approach and coming to a decision on when the daily standups should be, the project lead ensures that the team is involved in the planning and execution of their work, and that they respect each other's preferences and constraints. This will also foster trust, communication, and collaboration among the team members, which are essential for agile practices. 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 333.

? Agile Practice Guide, Chapter 2: An Introduction to Agile, Section 2.2: Agile Manifesto and Principles, page 12.

**NEW QUESTION 57**

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 60

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

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

**Answer: B**

#### Explanation:

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

#### NEW QUESTION 64

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

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

**Answer: D**

#### Explanation:

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

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

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

#### NEW QUESTION 65

Due to organizational changes, several key stakeholders are replaced by new ones in the middle of a project. As a result, numerous new requirements are raised. What should the project manager do to ensure success of the project?

- A. Escalate the issue to the project sponsor and seek support to keep the original requirements.
- B. Review and prioritize new requirements with stakeholders to determine which change requests are needed.
- C. Emphasize to the new stakeholders that new requirements are not allowed at this stage of the project.
- D. Seek immediate approval to amend the project timeline and budget in order to deliver all new requirements.

**Answer: B**

#### Explanation:

According to the PMBOK® Guide 7th Edition, the project manager should manage changes in a collaborative and adaptive way, considering the impact of the changes on the project value and the stakeholder satisfaction. The project manager should also engage with stakeholders to understand their needs and expectations, and to ensure alignment and agreement on the project scope and objectives. Therefore, the project manager should review and prioritize new requirements with stakeholders to determine which change requests are needed, and how they can be implemented without compromising the project success. Option A is incorrect because it implies that the project manager is resisting the changes and trying to avoid the stakeholder engagement. Option C is incorrect because it suggests that the project manager is ignoring the stakeholder needs and imposing a rigid scope control. Option D is incorrect because it assumes that the project manager can seek immediate approval to amend the project timeline and budget without analyzing the feasibility and the value of the new requirements. References: PMBOK® Guide 7th Edition, Chapter 3: Doing the Work, Section 3.2: Managing Changes, p. 51-52.

#### NEW QUESTION 69

In a global project, the project manager has to plan and manage communication between the team members and stakeholders in order to ensure the project will remain on track and achieve its goals. What should the project manager do?

- A. Conduct an integration meeting among all stakeholders.
- B. Consider cultural differences among stakeholders.
- C. Understand how political aspects can affect the project.
- D. Schedule communication training for management-level stakeholders.



**Answer: B**

**Explanation:**

According to the PMBOK Guide, the project manager should consider cultural differences among stakeholders when planning and managing communication in a global project. Cultural differences can affect the communication preferences, styles, expectations, and behaviors of the stakeholders, and may lead to misunderstandings, conflicts, or misalignment of goals. The project manager should be aware of the cultural dimensions, such as power distance, uncertainty avoidance, individualism versus collectivism, masculinity versus femininity, and long-term versus short-term orientation, and how they influence the communication process. The project manager should also use appropriate communication methods, formats, languages, and etiquette to respect and accommodate the cultural diversity of the stakeholders. By considering cultural differences, the project manager can enhance the effectiveness, efficiency, and quality of the project communication, and foster trust, collaboration, and stakeholder satisfaction. References: PMBOK Guide, 6th edition, pages 29, 376, 377, 378, 379.

**NEW QUESTION 73**

An agile project is running its second iteration out of six. A marketing director, who is a key stakeholder, contacts the project lead for a highlevel report of the project.

What should the project lead do?

- A. Tell the stakeholder that a new report will be produced at the end of the iteration.
- B. Explain to the stakeholder that the key indicators are by iteration.
- C. Ask the product owner to develop the new report based on the iteration information.
- D. Develop the requested report based on the iteration information.

**Answer: B**

**Explanation:**

According to the PMBOK Guide 7th Edition, an agile project is a project that uses an adaptive, iterative, incremental, or agile approach to deliver value to the customer in a fast and flexible way. An agile project typically consists of several iterations, which are short cycles of work that produce a potentially releasable product increment. An agile project also uses key indicators, such as velocity, burnup, burndown, or cumulative flow, to measure and monitor the progress and performance of the project by iteration. Therefore, the project lead should explain to the stakeholder that the key indicators are by iteration, and provide the stakeholder with the relevant information that shows the current status and trends of the project. This will help to communicate the project information clearly and transparently, to align the stakeholder expectations and feedback, and to demonstrate the value delivered by the project. Telling the stakeholder that a new report will be produced, asking the product owner to develop the new report, or developing the requested report are not the best actions, as they may not suit the preferences, availability, or influence of the stakeholder, and they may not reflect the agile principles and practices of the project. References: PMBOK Guide 7th Edition, page 19-20.

**NEW QUESTION 77**

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

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

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

**Answer: A**

**Explanation:**

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

**NEW QUESTION 82**

While following up on a deliverable, a team member expresses concern to the project manager about working with another team member. This team member states that the other team member, who is a functional manager, is often defensive and aggressive during meetings.

How should the project manager handle this situation?

- A. Report the disruptive team member to the human resource (HR) department.
- B. Suggest that the team member ignore the disruptive team member and focus only on the work.
- C. Monitor the situation for a few weeks to determine if the disruptive team member's attitude changes.
- D. Encourage both team members to meet as soon as possible and resolve the problem.

**Answer: D**

**Explanation:**

= According to the PMBOK Guide, 7th edition, one of the project manager's roles is to facilitate collaboration among team members and stakeholders1. This includes resolving conflicts and promoting a positive team environment2. Therefore, the best option for the project manager is to encourage both team members to meet as soon as possible and resolve the problem. This way, the project manager can help them understand each other's perspectives, find common ground, and reach a mutually acceptable solution3. Reporting the disruptive team member to the HR department (option A) may escalate the conflict and damage the trust and relationship between the team members. Suggesting that the team member ignore the disruptive team member and focus only on the work (option B) may not address the root cause of the problem and may lead to further resentment and frustration. Monitoring the situation for a few weeks to determine if the disruptive team member's attitude changes (option C) may not be effective, as the conflict may worsen over time and affect the team's performance and morale. References: 1: PMBOK Guide, 7th edition, page 95 2: PMBOK Guide, 7th edition, page 97 3: PMBOK Guide, 7th edition, page 98

**NEW QUESTION 83**

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

What should the project manager do?

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

**Answer: C**

**Explanation:**

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

**NEW QUESTION 84**

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

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

**Answer: C**

**Explanation:**

The project manager should have ensured the risk of not acquiring full funding for the project was adequately assessed and mitigated by the appropriate stakeholders to prevent this from happening. According to the PMBOK® Guide, a risk is an uncertain event or condition that, if it occurs, has a positive or negative effect on one or more project objectives<sup>1</sup>. In this case, the risk of not acquiring full funding for the project is a negative risk that could affect the project scope, schedule, cost, and quality. Therefore, the project manager should have performed the following risk management processes<sup>1</sup>:

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

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

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

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

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

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

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

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

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

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

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

**NEW QUESTION 87**

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

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

**Answer: C**

**Explanation:**

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

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

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

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

Option D, which is to trust in the quantitative method already chosen as it is a precise method, is not a good answer. This is because trusting in the quantitative method may not be appropriate or beneficial to update and communicate the project risks and their status. A quantitative method is a technique that uses numerical data and analysis to measure and evaluate the probability and impact of the project risks, as well as to estimate the overall risk exposure and contingency of the project. A quantitative method can help the project manager to obtain objective and precise information and results about the project risks, as well as to support the risk management decision-making and planning. However, trusting in the quantitative method may not help the project manager to update and communicate the project risks and their status, as it may not account for the new or emerging risks that may require qualitative or subjective assessment and evaluation. Trusting in the quantitative method may also ignore or overlook the stakeholder feedback or input, as well as the risk management tools or resources that may be available or useful for the project. References: PMBOK Guide, 7th edition; PMP Exam Content Outline; PMP Sample Test Questions.

#### NEW QUESTION 89

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 parties<sup>1</sup>. 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 compromise<sup>2</sup>. 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 93

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

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

**Answer: D**

#### Explanation:

According to the PMBOK Guide, 6th edition, page 368, communication can be classified into formal and informal, written and verbal, and vertical and horizontal, depending on the context, purpose, and audience of the message. Informal verbal communication, such as a conversation, is a type of communication that is spontaneous, casual, and flexible, and that can be used to exchange information, ideas, opinions, or feedback in a timely and direct manner. Informal verbal communication is suitable for handling a situation where a team member is not performing very well, as it can allow the project lead to express concern, empathy, and support, as well as to identify the root causes of the poor performance, and to explore possible solutions or improvements. Informal verbal communication can also help to maintain a positive and trusting relationship between the project lead and the team member, and to avoid any misunderstanding, resentment, or demotivation that may arise from more formal or written communication. References:

? PMBOK Guide, 6th edition, page 368

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#### NEW QUESTION 96

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



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

**Answer:** D

**Explanation:**

According to the PMBOK Guide, quality control measurements are the results of quality control activities that are used to assess the performance and quality of the project deliverables. They include the actual values of the quality metrics, such as defects, errors, rework, customer satisfaction, etc. The project manager should show the customer the quality control measurements to demonstrate that the project has produced quality products that meet the quality standards and specifications agreed upon with the customer. The quality control measurements can also help identify the root causes of any quality issues and implement corrective actions. Showing the customer the tolerance and control limits, the sample results from the current batch, or the sample history of quality are not sufficient to assure the customer that the project has produced quality products, as they do not provide the actual evidence of the quality performance and compliance of the project deliverables. References: PMBOK Guide, 7th edition, pages 31, 32, 33, 34, 35, 36, 37, 38, 39, 40, and 41. Test-Guide.

**NEW QUESTION 101**

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

- A. Send relevant information to all key stakeholders simultaneously to ensure consistent communication.
- B. Update the communications management plan to fulfill the key stakeholder's expectations about relevant information.
- C. Explain to the key stakeholder the way in which the project team communicates information.
- D. Ask the project sponsor to hold a meeting with the key stakeholder to ensure that the stakeholder is engaged in the project.

**Answer:** B

**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 effectiveness<sup>1</sup>. It also defines the communication methods, formats, frequency, and stakeholders for each type of communication<sup>2</sup>. If the key stakeholder is not satisfied with the current communication practices, the project manager should update the communications management plan to align with the stakeholder's needs and preferences<sup>3</sup>. This will help to improve the stakeholder's engagement and satisfaction with the project. 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

? : A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition, Chapter 13, Section 13.3.3.2

**NEW QUESTION 102**

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 Rewards<sup>1</sup>; PMP Exam Prep, 10th Edition, Page 3482

**NEW QUESTION 104**

A project manager is preparing the business case for a project in a not for profit organization. The project manager justifies the cost of the project to a group of sponsors.

Which benefits realization metric should the project manager use?

- A. Total value of ownership
- B. Budget at Completion (BAC)
- C. Payback period
- D. Return of investment (ROI)

**Answer:** D

**Explanation:**

According to the PMBOK® Guide, return of investment (ROI) is a financial analysis technique that calculates the ratio of the net benefits to the total costs of a project or an investment. ROI helps to evaluate the profitability and feasibility of a project or an investment by comparing the expected benefits with the required costs. A higher ROI indicates that the project is more profitable and worth pursuing, while a lower ROI indicates that the project is less profitable and should be rejected. ROI can also be used to compare different project options and select the one that has the highest ROI, as it represents the most value for the organization.

In this question, the project manager is preparing the business case for a project in a not for profit organization. The project manager justifies the cost of the project to a group of sponsors. The business case is a document that describes the rationale and justification for initiating a project or an investment, and how it aligns with the organizational strategy, objectives, and values. The business case also includes the expected benefits and costs of the project or the investment, and the analysis and evaluation of the alternatives and options. The business case helps the project manager and the sponsors to make informed decisions about the project initiation and selection.



To justify the cost of the project, the project manager should use ROI as a benefits realization metric. Benefits realization is the process of identifying, planning, managing, and measuring the benefits and value that a project or an investment delivers to the organization and the stakeholders. Benefits realization metrics are tools and techniques that help to quantify and evaluate the benefits and value of a project or an investment, and to compare them with the baseline values. ROI is a common and widely used benefits realization metric, as it helps to demonstrate the financial value and impact of a project or an investment, and to justify its cost and feasibility. ROI can be calculated as follows:

$ROI = (\text{Net Benefits} / \text{Total Costs}) \times 100\%$   
Net Benefits = Total Benefits - Total Costs  
Total Benefits = The sum of all the monetary and non-monetary benefits that the project or the investment will generate over its life cycle.

Total Costs = The sum of all the monetary and non-monetary costs that the project or the investment will incur over its life cycle.

The project manager should estimate the total benefits and costs of the project, and calculate the net benefits and the ROI. The project manager should also compare the ROI of the project with the ROI of the other alternatives or options, and select the one that has the highest ROI. The project manager should present the ROI of the project to the sponsors, and explain how it reflects the value and benefit of the project, and how it outweighs the cost of the project.

The other options are not correct because they do not provide a valid benefits realization metric to justify the cost of the project. Option A is wrong because it refers to the total value of ownership, which is a concept that considers the total costs and benefits of owning and using a product, service, or asset over its life cycle. It is not a benefits realization metric, but rather a way of estimating the total benefits and costs of a project or an investment. Option B is wrong because it refers to the budget at completion (BAC), which is the total amount of money that is planned to be spent on a project or a work breakdown structure component. It is not a benefits realization metric, but rather a cost baseline value that is used to measure and control the project cost performance. Option C is wrong because it refers to the payback period, which is a financial analysis technique that calculates the time required to recover the initial investment of a project or an investment. It is not a sufficient benefits realization metric, as it does not consider the benefits and costs after the payback period, the time value of money, or the profitability of the project or the investment. References:

- ? PMBOK® Guide, 6th edition, pages 33-34, 333-334, 440-441
- ? Return on Investment (ROI) - Project Management Knowledge
- ? Return on Investment (ROI) - Project Management Institute
- ? Benefits Realization Management: A Practice Guide | PMI
- ? Benefits Realization Management - ProjectEngineer

#### NEW QUESTION 105

A project manager has been assigned to a corporate project management office (PMO). They are responsible for leading the development and rollout of updated project management procedures and templates that would include both predictive and agile approaches, What should the project manager do after the documents are completed?

- A. Hire an external consultant to monitor the execution of the new procedures.
- B. Upload the files to the corporate website to be available for internal use.
- C. Meet with the department managers to help them roll out the new procedures.
- D. Develop a training plan for all of the stakeholders to learn about the updates.

**Answer: D**

#### Explanation:

The project manager should develop a training plan for all of the stakeholders to learn about the updates after the documents are completed. This way, the project manager can ensure that the new project management procedures and templates are understood and applied correctly by the project teams and other relevant parties. The project manager can also use the training plan to communicate the benefits and rationale of the updates, as well as to address any questions or concerns that the stakeholders may have. The project manager should not hire an external consultant, upload the files to the corporate website, or meet with the department managers without providing adequate training and guidance on the new procedures and templates. References: PMBOK Guide, 6th edition, page 39, Top 20+ PMP Exam Questions and Answers: 2023 | Henry Harvin

#### NEW QUESTION 107

A company initiated a project to introduce a new product to the market. The product must undergo the industry's regulatory process prior to approval and launch. However, the company sees a great demand for this product and wants it to launch as soon as possible. What should the project manager do to realize this opportunity?

- A. Hire a third party who is an expert on the industry's regulations to work out the details.
- B. Escalate the issue to the company's CEO who has experience with the regulations.
- C. Communicate with the industry's regulatory authority to grant the company an exception.
- D. Comply with the regulatory requirements and work to compress the project schedule.

**Answer: D**

#### Explanation:

According to the PMBOK Guide, a project manager should always comply with the applicable laws, regulations, and policies that affect the project. The project manager should also use various tools and techniques to optimize the project schedule, such as fast tracking, crashing, or agile methods. By doing this, the project manager can ensure that the project meets the quality standards and customer expectations, while also delivering the product as soon as possible. References:

- ? : A Guide to the Project Management Body of Knowledge (PMBOK Guide), Seventh Edition, page 17
- ? : A Guide to the Project Management Body of Knowledge (PMBOK Guide), Seventh Edition, page 51
- ? : A Guide to the Project Management Body of Knowledge (PMBOK Guide), Seventh Edition, page 53

#### NEW QUESTION 108

During the implementation of a project, the project team discovered a new opportunity. After an internal review, the project team agreed that the opportunity is outside of the project scope. The project manager decided to update the risk register and escalate the opportunity to a higher level. What should the project manager do next with this opportunity?

- A. Establish a contingency reserve to support the opportunity.
- B. No more action is required.
- C. Further monitor the opportunity.
- D. Share this opportunity with another project.

**Answer: D**

#### Explanation:

According to the PMBOK Guide, 7th edition, one of the key practices for project delivery is to "identify and respond to risks and opportunities" (p. 122). This

practice involves identifying, analyzing, prioritizing, and implementing responses to risks and opportunities that may affect the project objectives, scope, schedule, cost, quality, or stakeholder satisfaction. The project manager should share the opportunity with another project that may benefit from it, as this will help to maximize the value creation and optimize the use of resources. Establishing a contingency reserve, taking no more action, or further monitoring the opportunity are not effective ways to handle the situation, as they do not address the root cause of the problem, which is the opportunity that is outside of the project scope. References: PMBOK Guide, 7th edition, p. 122; PMP Exam Content Outline, Domain II: Process, Task 4.

#### NEW QUESTION 109

For some time now, doubts have been raised about who is responsible for delivering a key benefit of a project. What should the project manager do next?

- A. Document the risk in the risk register and generate the risk responses and their respective associated plans.
- B. Meet with the customer to obtain consensus with the recipient of the benefit and determine a means to deliver the benefit.
- C. Understand the context of the situation and escalate the problem to the steering committee.
- D. Meet with the stakeholders involved to clearly define their roles and responsibilities with regard to the benefit

**Answer: D**

#### Explanation:

The project manager should meet with the stakeholders involved to clearly define their roles and responsibilities with regard to the benefit. This will help to clarify the expectations, avoid confusion, and ensure alignment of the project objectives with the business needs. Option A is not the best answer because documenting the risk in the risk register and generating the risk responses and their respective associated plans is a reactive approach that does not address the root cause of the problem. Option B is not the best answer because meeting with the customer to obtain consensus with the recipient of the benefit and determine a means to deliver the benefit may not resolve the issue of who is responsible for delivering the benefit. Option C is not the best answer because understanding the context of the situation and escalating the problem to the steering committee may not be necessary or appropriate if the project manager can resolve the issue by meeting with the stakeholders involved. References: Top 60+ PMP Exam Questions and Answers for 2023 - KnowledgeHut  
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 website<sup>2</sup> or other reliable sources for more information and confirmation. I hope this helps.

#### NEW QUESTION 114

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 processes<sup>1</sup>. The project manager should not impose, avoid, or ignore these conflicts, as this could lead to resentment, confusion, or poor performance<sup>2</sup>. 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 risks<sup>3</sup>. 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 together<sup>4</sup>. 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 118

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

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

**Answer: D**

#### Explanation:

The project manager should work with the procurement team to find alternative options that can meet the project needs and avoid delays. The procurement team is responsible for managing the procurement process, including the approval process, and can suggest ways to expedite or simplify it. The project manager should collaborate with the procurement team to ensure that the project requirements are clearly defined and communicated, and that the procurement strategy is aligned with the project objectives. The other options are not advisable because they may compromise the quality, scope, or cost of the project, or create conflicts with the project sponsor or the vendor. References: PMBOK Guide, 6th edition, pages 476-477; Project Procurement Management According to the PMBOK

#### NEW QUESTION 119

A project manager is struggling to figure out the performance of the project teams in an agile environment. For the same scope of work, team A has calculated 100 story points and team B has calculated 125 story points. Which team is performing better?

- A. Team B as they have calculated more story points than team A.
- B. The team that completes the most stories selected from the sprint backlog.
- C. The team with the least amount of defects in their deliverables.
- D. Team A as they have calculated fewer story points than team B.

**Answer: B**

**Explanation:**

According to the PMBOK Guide, 7th edition, one of the key principles for project delivery is to “focus on value” (p. 10). This principle implies that the project manager should measure the project performance based on the value delivered to the customer and the stakeholders, rather than the output produced or the effort expended. The team that completes the most stories selected from the sprint backlog is performing better, as this indicates that they are delivering the highest priority and most valuable features to the customer. Story points are a relative measure of complexity or size of a user story, and they are not comparable across different teams or projects. The team with the least amount of defects or the team with fewer story points are not necessarily performing better, as they may be delivering low-value or low-quality features, or working on easier or smaller stories. References: PMBOK Guide, 7th edition, p. 10; PMP Exam Content Outline, Domain I: People, Task 2.

**NEW QUESTION 121**

A project manager is assigned to a project related to taxes, which will be managed using an agile approach. By reviewing lessons learned from a previous project, the project manager discovers that a key stakeholder is an expert on taxes and is willing to help.

How should the project manager leverage this information?

- A. Request the functional manager to assign the team from the lessons learned project to the current project to avoid a learning curve.
- B. Recognize the stakeholder's skills are important for the project and evaluate the possibility of the stakeholder supporting the project team.
- C. Ask the project team to review the lessons learned and have the team contact the stakeholder directly if there are any question
- D. @]
- E. Send a request to the project sponsor to hire the stakeholder and have them become part of the project team.

**Answer:** B

**Explanation:**

According to the PMBOK Guide 7th Edition, the project manager should engage stakeholders throughout the project life cycle and leverage their expertise, insights, and influence to achieve project objectives. In an agile approach, the project manager should also foster collaboration and communication among the project team and the stakeholders, and encourage feedback and adaptation. In this case, the project manager should recognize the stakeholder's skills as an asset for the project and evaluate the possibility of the stakeholder supporting the project team, either as a subject matter expert, a customer representative, a mentor, or a sponsor<sup>12</sup>. References: PMBOK Guide 7th Edition, Chapter 3: Project Performance Domain, Section 3.2: Engage Stakeholders, Page 61; Chapter 5: Project Delivery Approaches and Life Cycles, Section 5.2: Agile Delivery Approach, Page 125.

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**NEW QUESTION 123**

A project manager has been managing a highly complex project. The project manager has ensured that all of the required tasks have been completed.

During a recent external audit, the project manager was informed of a heavy penalty being levied on the project for the latest module that was implemented. What should the project manager have done to ensure that there were no liabilities arising from the recent implementation?

- A. Ensured that all the required approvals were received per the organizational procedures
- B. Ensured that all defects identified during testing were resolved before implementation
- C. Ensured that all of the required tasks identified in the scope were completed successfully
- D. Ensured that all documentation was completed post implementation before closing the project

**Answer:** A

**Explanation:**

According to the PMBOK Guide, a project manager is responsible for ensuring that the project complies with the relevant laws, regulations, policies, standards, and ethical codes that apply to the project context and environment<sup>1</sup>. A project manager should also ensure that the project deliverables meet the quality requirements and expectations of the project stakeholders<sup>2</sup>. A project manager should also ensure that the project documentation is complete, accurate, and updated throughout the project life cycle<sup>3</sup>.

In this scenario, the project manager has been managing a highly complex project and has ensured that all of the required tasks have been completed. However, during a recent external audit, the project manager was informed of a heavy penalty being levied on the project for the latest module that was implemented. This implies that the project manager did not ensure that the project complied with the applicable laws, regulations, or standards that govern the project domain or industry. The project manager should have ensured that all the required approvals were received per the organizational procedures before implementing the module, as this would have prevented the liability and the penalty. The organizational procedures may include obtaining legal, regulatory, contractual, or internal approvals from the appropriate authorities or parties<sup>4</sup>.

The project manager should not have ensured that all defects identified during testing were resolved before implementation, as this is not relevant to the liability issue. The project manager should have done this as part of the quality management process, but this would not have guaranteed compliance with the external laws, regulations, or standards. The project manager should not have ensured that all of the required tasks identified in the scope were completed successfully, as this is not sufficient to avoid the liability issue. The project manager should have done this as part of the scope management process, but this would not have ensured compliance with the external laws, regulations, or standards. The project manager should not have ensured that all documentation was completed post implementation before closing the project, as this is too late to prevent the liability issue.

The project manager should have done this as part of the closure process, but this would not have avoided the penalty for the non-compliant module.

References: 1: PMBOK Guide, 6th edition, page 39. 2: PMBOK Guide, 6th edition, page 286. 3: PMBOK Guide, 6th edition, page 123. 4: PMBOK Guide, 6th edition, page 377.

**NEW QUESTION 127**

A project has recently kicked off. The project manager observes that there are different expectations among the project team members. These growing misunderstandings are affecting team productivity.

Which document should the project manager use as a guide to resolve the issue?

- A. Project organization charts
- B. Team charter
- C. Project charter
- D. Stakeholder register

**Answer:** B

**Explanation:**

The team charter is a document that defines the team's purpose, roles, responsibilities, norms, and expectations. It helps to align the team members with the



project vision and goals, and to foster collaboration and communication. The team charter can be used as a guide to resolve any issues or conflicts that arise among the team members, as it clarifies the team's values, ground rules, decision-making process, and conflict resolution methods. The other options are not as relevant or effective as the team charter in addressing the issue. The project organization charts show the reporting relationships and hierarchy of the project team, but they do not define the team's expectations or norms. The project charter authorizes the project and defines the high-level scope, objectives, stakeholders, and constraints, but it does not specify the team's roles or responsibilities. The stakeholder register identifies and analyzes the project stakeholders, but it does not address the team's expectations or issues. References: PMBOK Guide, 7th edition, page 76, 78, 80, 82.

#### NEW QUESTION 129

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 process<sup>1</sup>. 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 cycle<sup>2</sup>. 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 status<sup>3</sup>. 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 cost<sup>4</sup>. 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 133

At a daily standup on the second day of the sprint, the product owner asks one of the developers to add more functionality to a product backlog item that was committed to in the sprint planning. The product owner explains that the change is based on a discussion they had with a user, is critical, and should be delivered in the next release. What should the project manager do?

- A. Organize a workshop after the standup to assess the impact.
- B. Prepare a budget change request for additional resources.
- C. Create a new product backlog item for the next sprint planning.
- D. Ask the product owner to provide more details in the standup.

**Answer: C**

#### Explanation:

According to the Agile Practice Guide, the product owner is responsible for managing the product backlog, which includes adding, removing, or updating product backlog items as needed. However, the product owner should not change the scope of the sprint once it has started, as this would disrupt the team's commitment and velocity. Therefore, the best option for the project manager is to create a new product backlog item for the next sprint planning, where the team can review and estimate it. This way, the change request is properly documented and prioritized, and the team can deliver the agreed-upon functionality for the current sprint.

References:

? : Agile Practice Guide, page 35

? : Agile Practice Guide, page 37

#### NEW QUESTION 135

A new project manager is assigned to an ongoing agile innovation project that started 2 weeks ago. After reviewing the project, the new project manager discovered that the previous project manager was planning to use a predictive approach. The previous project manager planned to present the first major deliverable to the client when the project was completely finished in 8 months. What should the new project manager do?

- A. Meet with the team to review the backlog and create small iterations that can deliver incremental value to the client.
- B. Continue working with the predictive approach to deliver the value at the end of the project.
- C. Use a hybrid approach in which agile practices are used but the value is provided to the client at the end of the project.
- D. Submit a change request to the project board to adjust the delivery date to 2 months earlier than planned.

**Answer: A**

#### Explanation:

According to the PMBOK Guide, 6th edition, an agile innovation project is a project that uses an agile approach to deliver innovative products, services, or results that meet the changing needs and expectations of the customers and stakeholders. An agile approach is a way of managing a project that delivers value in short



iterations, encourages collaboration and feedback, and embraces change and uncertainty. A predictive approach is a way of managing a project that follows a detailed plan, defines the scope and requirements upfront, and minimizes changes and risks. In this question, the new project manager is assigned to an ongoing agile innovation project that started 2 weeks ago. The new project manager discovered that the previous project manager was planning to use a predictive approach, which is not suitable for an agile innovation project. The previous project manager also planned to present the first major deliverable to the client when the project was completely finished in 8 months, which is not consistent with the agile principle of delivering value early and often. The question asks what the new project manager should do in this situation.

Based on this information, the best answer is option A, which is to meet with the team to review the backlog and create small iterations that can deliver incremental value to the client. This is because meeting with the team to review the backlog and create small iterations is an agile practice that can help the new project manager to align the project with the agile approach and the customer needs. The backlog is a list of features, functions, requirements, enhancements, and fixes that deliver value to the customer. The iterations are fixed time periods, usually between one and four weeks, in which the team completes a set of backlog items and produces a potentially releasable product increment. Meeting with the team to review the backlog and create small iterations can help the new project manager to understand the project vision, scope, and priorities, as well as to plan and execute the project work in an agile manner. Meeting with the team to review the backlog and create small iterations can also help the new project manager to deliver incremental value to the client, as well as to obtain feedback and validation from the client and other stakeholders.

Option B, which is to continue working with the predictive approach to deliver the value at the end of the project, is not a good answer. This is because continuing working with the predictive approach may not be effective or efficient for an agile innovation project, as it may not be able to cope with the changing needs and expectations of the customer and stakeholders. Continuing working with the predictive approach may also result in delivering a product that does not meet the customer requirements or satisfaction, as well as wasting time and resources on unnecessary or irrelevant features or functions. Continuing working with the predictive approach may also contradict the agile values and principles, such as responding to change over following a plan, and delivering working software frequently. Option C, which is to use a hybrid approach in which agile practices are used but the value is provided to the client at the end of the project, is not a good answer. This is because using a hybrid approach may not be appropriate or beneficial for an agile innovation project, as it may not fully leverage the advantages of the agile approach, such as delivering value early and often, and obtaining feedback and validation from the customer and stakeholders. Using a hybrid approach may also create confusion and inconsistency among the project team, the customer, and other stakeholders, as they may have different expectations and perceptions of the project scope, schedule, quality, and risks. Using a hybrid approach may also compromise the agile values and principles, such as satisfying the customer through early and continuous delivery of valuable software, and collaborating with the customer throughout the project.

Option D, which is to submit a change request to the project board to adjust the delivery date to 2 months earlier than planned, is not a good answer. This is because submitting a change request to the project board may not be necessary or effective for an agile innovation project, as it may not address the root cause of the problem, which is the mismatch between the project approach and the project type. Submitting a change request to the project board may also introduce additional risks and challenges to the project, such as scope creep, quality issues, stakeholder resistance, and team burnout. Submitting a change request to the project board may also violate the agile values and principles, such as welcoming changing requirements, and delivering working software frequently. References: PMBOK Guide, 6th edition, Chapter 1: Introduction<sup>1</sup>; Chapter 4: Project Integration Management<sup>2</sup>; Chapter 5: Project Scope Management<sup>3</sup>; PMI, 2023, PMP Exam Content Outline, Domain II: Process, Task 1: Execute project with the urgency required to deliver business value.

#### NEW QUESTION 140

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