Exam Questions PMP

Project Management Professional

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NEW QUESTION 1
A project team is in the planning stage and has prepared a list of activities and completed sequencing the activities. During a review, theteam noted that there is a dependency missing between:
* Test the product
* Release to customer
According to the quality management plan, the product must be tested before being released.
How should the project manager enter this dependency?

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

Answer: C

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

NEW QUESTION 2
A 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 Edition1, a hybrid approach in project management is a combination of two or more methodologies or systems that aims tocreate 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 customer2. 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 performance3.
References: 1: PMBOK® Guide – Seventh Edition | Project Management
Institute 2: Principles behind the Agile Manifesto 3: Agile Practice Guide | Project Management Institute

NEW QUESTION 3
A client wants to create an innovative software for the travel industry using an agile approach. A project manager from the company was assigned to work on the details and estimates as requested by the client.
What should the project manager do before sending the information to the client?

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

Answer: D

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

enable them to respond to changes and uncertainties
effectively. References:
? A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition, Chapter 2.2.2, page 28
? Agile Practice Guide, Chapter 2.1.1, page 14
? PMP Exam Content Outline, Domain II: Planning, Task 2

NEW QUESTION 4
During the early phase of a project, the requirements documentation was not approved. It was identified that the leader of a user partywas not included in any of
therequirements 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
requirements1. It is an output of the identify stakeholders process, which is performed during the early phase of a project2. 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 rework3. 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 5
A project had scheduling delays, which necessitated the team to work overtime to meet critical milestones. This led to some misunderstandings among team
members. The project sponsor has allocated a monetary award. How should the project manager utilize the award?

A. Draft a points system to allocate a portion of the money for each resource.
B. Arrange a luncheon for all team members and include team-building sessions.
C. Meet with the team members and ask them how to spend the reward.
D. Allocate the reward to the team leaders to spend on the team as they see fit.

Answer: B

Explanation:
According to the PMBOK Guide, 6th edition, page 349, a monetary award is a type of recognition and reward that can be used to motivate and appreciate the
project team members for their performance and contribution. However, a monetary award alone may not be sufficient to address the underlying issues of
scheduling delays, overtime work, and misunderstandings among team members. Therefore, the project manager should also use the award to arrange a
luncheon for all team members and include team-building sessions. This way, the project manager can foster a sense of camaraderie, collaboration, and trust
among the team members, as well as provide them with an opportunity to relax, socialize, and celebrate their achievements. A luncheon and team-building
sessions can also help the project manager to identify and resolve any conflicts, communication gaps, or interpersonal problems that may affect the team
performance and morale. References:
? PMBOK Guide, 6th edition, page 349
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NEW QUESTION 6
A system migration project is in its closing stage. The project manager is being pressured to close the project. The project manager communicated to
allstakeholders; however, the last department to migrate indicated that they have not received the notification.
What should the project manager do?

A. Report the issue during the next status meeting at the end of the week.
B. Escalate the issue to the project sponsor and upper management.
C. Close out the project and tell the manager to open a service desk ticket.
D. Log the issue and assign it to the project team member(s).

Answer: D

Explanation:
= The project manager should follow the issue management process and log the issue in the issue log. The issue log is a tool for documenting and monitoring the
resolution of issues that arise during a project. The project manager should also assign the issue to the appropriate project team member(s) who can resolve it.
Closing out the project without ensuring that all stakeholders are satisfied is not a good practice and may lead to customer dissatisfaction, scope creep, or rework.
Reporting the issue during the next status meeting or escalating it to the project sponsor and upper management are not the best options, as they may delay the
resolution of the issue and increase the risk of project failure. References: (Project Management Professional (PMP) Reference Materials source and documents)
? A Guide to the Project Management Body of Knowledge (PMBOK® Guide) –
Seventh Edition, Chapter 8: Project Performance, Section 8.2.3: Issue Log
? [PMP Exam Content Outline], Domain II: Process, Task 6: Manage project issues.

NEW QUESTION 7
A project is behind schedule because of a delayed equipment installation. This is affecting many other activities. The manager responsible for the equipment
delivery notified
the project manager that there is a capacity issue for the team doing the installation. What should the project manager have done to prevent this situation from
happening?

A. Conducted periodic reviews with the manager on resource availability.

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

Answer: D

Explanation:
 A resource management plan is a document that describes how the project resources will be acquired, allocated, monitored, and controlled throughout the project life cycle1. A resource management plan helps project managers to ensure that the project has sufficient and appropriate resources to complete the project work on time and within budget. A resource management plan also defines the roles and responsibilities of the project team members and the resource managers, and the processes and tools for managing resource availability, utilization, and performance2.
In this question, the project manager should have asked the manager responsible for the equipment delivery to follow the agreed-upon resource management plan, which would have specified the resource requirements, allocation, and schedule for the equipment installation. By following the resource management plan, the manager could have avoided the capacity issue for the installation team, or at least communicated it to the project manager in advance, so that the project manager could have taken corrective actions to mitigate the impact on the project schedule. The project manager should also have monitored and controlled the resource management plan throughout the project, and updated it as needed to reflect any changes or issues in the resource availability or demand3.
Option A is not the best answer because conducting periodic reviews with the manager on resource availability may not be enough to prevent the situation from happening. The project manager should have established a clear and formal resource management plan with the manager, and ensured that the manager followed it consistently and reported any deviations or problems.
Option B is not the best answer because defining the skill requirements more clearly in the scope statement may not be relevant to the situation. The scope statement is a document that defines the project scope, deliverables, assumptions, and constraints4. The skill requirements are part of the resource requirements, which are defined in the resource management plan, not the scope statement.
Option C is not the best answer because consulting with the installation team on a regular basis to check for conflicts may not be the project manager's responsibility. The project manager should have delegated the responsibility of managing the installation team to the manager in charge of the equipment delivery, and relied on the manager to follow the resource management plan and report any issues or conflicts to the project
manager. References:
? 1: PMBOK Guide, 7th edition, page 83
? 2: Resource Plan: The Ultimate Guide to Resource Planning5
? 3: PMBOK Guide, 7th edition, page 85
? 4: PMBOK Guide, 7th edition, page 77
? 5: Resource Plan: The Ultimate Guide to Resource Planning

NEW QUESTION 8
A team has been working on a project for several months, but the completion date is unclear because the scope is changing frequently as new knowledge is gained. Some deliverables have already been completed, but when new stakeholders join the team, they complain that project outcomes are not meeting business goals.
How can the project manager prevent this situation from happening in the future?

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

Answer: B

Explanation:
 This question is about managing a project with frequent scope changes and new knowledge, which suggests that the project is following an adaptive or agile approach. In such a situation, the project manager should use agile practices and tools to ensure that the project outcomes are aligned with the business goals and the stakeholder expectations. One of these practices is to create a prioritized backlog, which is a list of features or requirements that are ranked according to their value and urgency. The backlog helps the team to focus on the most important and relevant work items and to deliver them in short iterations. Another practice is to define iteration review sessions with stakeholders, which are meetings that occur at the end of each iteration to demonstrate the completed deliverables, collect feedback, and validate the value and quality of the work. The iteration review sessions help the team to communicate with the stakeholders, incorporate their input, and ensure their satisfaction. These practices can prevent the situation from happening in the future, as they can enhance the transparency, collaboration, and alignment of the project. The other options are not as suitable for managing a project with frequent scope changes and new knowledge, as they are more aligned with a traditional or predictive approach. Creating a detailed WBS and milestone schedule may not be realistic or feasible, as the scope may change or be unclear at the beginning of the project. Scheduling a kick-off meeting for every project phase may not be necessary or effective, as the project may not have distinct phases or the project management plan may change frequently. Scheduling a daily meeting to review team performance and impediments may not be sufficient or relevant, as it does not involve the stakeholders or address the business goals. References:
? PMI, A Guide to the Project Management Body of Knowledge (PMBOK® Guide) –
Sixth Edition, Project Management Institute Inc., 2017, pp. 28-29, 35-36, 54-55,
170-171, 176-177, 487.
? Ultimate Guide To Hybrid Project Methodologies & How To Make Them, The Digital Project Manager, 2023, pp. 4-5, 9-10.
? A Guide to Hybrid Project Management: Blending Agile and Traditional PM, Float, 2023, pp. 3-4, 7-8.

NEW QUESTION 9
A company has undertaken a large transformation project in preparation for the changing economy. During the planning of the transformation project, the key resource from human
resources (HR) refuses toapprove the proposed project plan.
What should the project manager do to gain an understanding of the cause for the resource's refusal?

A. Communicate with their supervisor.
B. Speak directly with the resource.
C. Organize a team meeting.
D. Speak with their colleague.

Answer: B

Explanation:
 The best way for the project manager to gain an understanding of the cause for the resource's refusal is to speak directly with the resource. This will allow the project manager to listen to the resource's perspective, identify any issues or concerns, and seek a mutually acceptable solution. This approach is consistent with the principles of effective communication, stakeholder engagement, and conflict management in project management. References:

? PMBOK Guide, 6th edition, pages 376-377, 504-505, 518-519.
? PMP Exam Content Outline, June 2019, pages 8-9, 14-15.

NEW QUESTION 10
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, ornot 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 theprofitability 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 10
A project manager is leading a global team that they have worked with in the past and has a high level of trust with them. The team is located in different countries and time zones and will need decisions in a
timely manner.
In order to ensure that the project runs smoothly across the team, how should the project manager approach delegation?

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

Answer: A

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

NEW QUESTION 11
A project team member identified a procurement risk and sent an email to the project sponsor highlighting the risk. The sponsor forwarded the email to the project managerasking for further details. After speaking with the sponsor, the project manager decided to take preventive action.
Which document should the project manager review with their team?

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

Answer: D

Explanation:
The risk management plan is the document that defines how the project team will identify, analyze, respond to, and monitor risks throughout the project. It also

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

NEW QUESTION 12
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 byor 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 17
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 20
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 24
A project team is executing a project to replace an existing system with a new one. A new project manager has been hired and observes that the team consist of professionalswho have worked with the oldersystem, and others who have little previous experience.
What should the project manager do to ensure project success?

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

Answer: A

Explanation:
According to the PMBOK® Guide, project performance reporting is the process of collecting, analyzing, and communicating information on the project progress and status to the project stakeholders. Project performance reporting involves the use of various tools and techniques, such as earned value management (EVM), variance analysis, trend analysis, forecasting, and performance reviews. Project performance reporting helps the project manager and the project team to monitor and control the project performance, identify and resolve issues, manage risks and changes, and implement corrective and preventive actions.
In this question, the project manager has to report the project's monthly performance to the project steering committee, based on the information provided. The information shows that the actual progress of the project is 2 units, while the planned progress is 3 units. This means that the project is behind schedule, and has not achieved the expected level of work completion. The information also shows that the actual cost of the project is 2 units, while the budgeted cost is 3 units. This means that the project is under the planned expenditure, and has spent less than the expected amount of money. The project manager should use EVM to calculate the schedule variance (SV) and the cost variance (CV) of the project, and compare them with the baseline values. The SV is the difference between the earned value (EV) and the planned value (PV) of the project, and indicates how much ahead or behind schedule the project is. The CV is the difference between the EV and the actual cost (AC) of the project, and indicates how much over or under budget the project is. The EV is the value of the work actually performed by the project. Based on the information given, the EV can be calculated as follows:
$EV = (AC / PV) \times PV = (2 / 3) \times 3 = 2$ units
The SV and CV can then be calculated as follows: $SV = EV - PV = 2 - 3 = -1$ unit
$CV = EV - AC = 2 - 2 = 0$ unit
The negative SV indicates that the project is behind schedule, and the zero CV indicates that the project is on budget. The project manager should report these values to the project steering committee, and explain the reasons and impacts of the schedule variance. The project manager should also report the actions taken or planned to expedite the delayed activities, and to bring the project back on track. The project manager should not claim that the project has a cost savings, as this may not reflect the true value of the project, and may not compensate for the schedule delay. The project manager should also not suggest that no further actions should be taken, as this may imply a lack of concern or responsibility for the project performance.
Therefore, the best statement that the project manager should make to the project steering committee is:
* C. The project is currently behind schedule with a corresponding lower cost, and every effort is being made to expedite the delayed activities.
References:
? PMBOK® Guide, 6th edition, pages 260-261, 267-268, 333-334
? Project Performance Reporting: Key Performance Reports
? Project Management Tools & Templates
? ProjectManagement.com - PMO Monthly Status Report
? How to Write an Effective Monthly Report [+ Templates]
? Project Management Monthly Reporting Procedure & Formats

NEW QUESTION 26
A project team has finished its first iteration out of six. The iteration's delivery performance (velocity) was 50%. During the iteration retrospective, the team realizes that the
complexity of the work was underestimated. What should the project manager do?

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

Answer: C

Explanation:
The project manager should meet with the team to review internal actions to resolve the situation, because this is a common practice in agile project management. In agile projects, the team is empowered to self-organize and adapt to changing requirements and circumstances1. The iteration retrospective is a meeting where the team reflects on what went well and what can be improved in the next iteration2. If the team realizes that the complexity of the work was underestimated, they should discuss how to adjust their planning, estimation, and delivery processes to avoid this issue in the future3. The project manager should facilitate this discussion and support the team's decisions. References:
? 1: A Guide to the Project Management Body of Knowledge (PMBOK® Guide) –
Seventh Edition, Chapter 2, Section 2.2.3
? 2: A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition, Chapter 2, Section 2.3.3.5
? 3: A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition, Chapter 2, Section 2.3.3.6
? : A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition, Chapter 2, Section 2.3.3.7

NEW QUESTION 30
An agile project team received an assignment to develop an industrial system that interfaces with robots. The project team does not have any previous experience performing this type of work. Team members are interested in acquiring such expertise but it may result in a project delay.
How should this situation be handled?

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

Answer: A

Explanation:

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

NEW QUESTION 35
In a project, one core team member tends to do all the work and ensures all tasks are completed. This core team member is soon leaving the project, which may make the project vulnerable.
What should the project manager do?

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

Answer: B

Explanation:

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

NEW QUESTION 39
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 stakeholders1. 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 suppliers2. 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 deliver3. 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 42
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 thissituation, 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 43
A project team is facing challenges understanding how to deliver a project's scope. A senior subject matter expert (SME) from the organization's global office is in town for 1 week.
What should the project manager do to benefit from the SME's presence?

A. Ask the SME to review the scope for alignment with the project charter.

B. Organize a mentoring session with the team and the SME.
C. Meet with the SME to discuss the current challenges the team is facing.
D. Review the project scope statement with the SME.

Answer: B

Explanation:
 The project manager should organize a mentoring session with the team and the SME to benefit from the SME's presence. This way, the project manager can facilitate knowledge transfer, skill development, and problem-solving among the team members. The project manager can also use this opportunity to clarify any doubts or issues related to the project scope and requirements. A mentoring session can also enhance the team's motivation, confidence, and performance.
References: PMBOK Guide, 6th edition, page 349, Top 60+ PMP Exam Questions and Answers for 2023 - KnowledgeHut

NEW QUESTION 46
A company wants to increase the commercial value of one of its products in a highly competitive market. In order to do this, the company commissions a project to create a prototype. The team constructs the prototype incrementally. Which action should the project manager take as a priority?

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

Answer: D

Explanation:
 The project manager should prioritize delivering business value as soon as possible, as this is the main goal of the project and the reason why the company commissioned the prototype. By delivering business value early and frequently, the project manager can increase customer satisfaction, reduce risks, and validate assumptions. The other options are not as important or relevant as delivering business value in this scenario.
? Option A is not a priority, as the go-to market date may change depending on the feedback and testing of the prototype.
? Option B is not a priority, as Kanban is a tool for managing workflow and visualizing progress, but it does not guarantee business value delivery.
? Option C is not a priority, as PDCA is a quality improvement technique that can be applied to any process, but it does not directly relate to business value delivery. References:
? [PMBOK Guide], 6th edition, page 18, section 1.2.6
? [Agile Practice Guide], page 8, section 1.2.2
? [PMP Exam Content Outline], page 9, task 3 under domain 2

NEW QUESTION 47
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 50
A product is undergoing its last iterative increment, and the project team is ready to make the final deployment. The company's financial manager is asking the project teamto complete the deployment andclose the project as soon as possible so it can be capitalized.
What should the project manager do?

A. Ignore the stakeholder's request as there is a defined plan.
B. Update the acceptance criteria for the iteration.
C. Check on the definition of done (DoD) for the project.
D. Expedite the final deployment and close the project.

Answer: C

Explanation:
 The definition of done (DoD) is a clear and concise list of requirements that a project increment must meet before it is considered complete and potentially releasable1. The project manager should check on the DoD for the project to ensure that the product meets the quality standards and stakeholder expectations before deploying it. Ignoring the stakeholder's request (A) or expediting the final deployment (D) may compromise the quality and value of the product. Updating the acceptance criteria (B) may introduce scope changes and delays in the project. References: 1: PMBOK Guide, 6th Edition, p. 176.

NEW QUESTION 52
A project manager who is new to an organization observes that an approaching deadline is likely to be missed because there have been some delays on theproject due to a lack of resources. What should the project manager do next?

A. Escalate the issue to the sponsor and debrief them about the situation.

B. Review the risk management plan to identify the response strategy.
C. Review the milestone list to determine which tasks can be fast-tracked.
D. Organize a team meeting to discuss the next course of action.

Answer: D

Explanation:

According to the PMBOK Guide, 6th edition, page 123, the project manager is responsible for managing the project schedule and ensuring that the project deliverables are completed within the agreed time frame. If the project manager observes that an approaching deadline is likely to be missed because of some delays on the project due to a lack of resources, the project manager should follow the schedule management process, which involves monitoring and controlling the project progress, identifying and analyzing any variances or issues, and implementing corrective or preventive actions as needed. The project manager should organize a team meeting to discuss the next course of action, as this is a tool and technique for schedule control, which involves engaging the project team members and other stakeholders to review the project status, identify the root causes of the delays, evaluate the impact on the project objectives and constraints, and propose and agree on the best solutions to recover the schedule. The project manager should not escalate the issue to the sponsor, as this may imply that the project manager is unable to handle the situation. The project manager should not review the risk management plan, as this may not address the current issue of the schedule delay. The project manager should not review the milestone list, as this may not provide enough information or guidance on how to resolve the issue. References:
? PMBOK Guide, 6th edition, page 123
? Free PMP Practice Exam Questions - 120 Sample Test Questions

NEW QUESTION 54
A construction project for a nuclear power plant will reduce the region's energy dependence on external electricity supplies. The project manager has received support for the project from several leaders in the region. However, some people from the government want to stop this project to focus on developing renewable energy sources.
Which stakeholders should the project manager include in the stakeholder engagement plan?

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

Answer: A

Explanation:

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

NEW QUESTION 58
The project management office (PMO) assigns a project manager who specializes in hybrid approaches to a predictive project that is offtrack 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 59
A project manager has recently taken over a project and notices that a client team member often halts progress due to a lack of understanding of some project elements. The former project manager gave the
new project manager a complete list of people to communicate with, and this client team member is not on it.
What should the project manager do?

A. Submit a change request to cover extra hours associated with project meetings.
B. Speak with the client team member about the continuous delays during project meetings.
C. Update the communications matrix to ensure that client team member is included.
D. Increase the project meeting frequency and duration to allow for the extra work required.

Answer: C

Explanation:

= A communication matrix is a tool that helps project managers plan, execute, and evaluate the communication strategies for a project. It includes information such as the communication methods, frequency, audience, owner, and purpose for each stakeholder. Updating the communication matrix is important to ensure

that all relevant stakeholders are informed and engaged in the project, and to avoid communication gaps or conflicts. The project manager should update the communication matrix to include the client team member who is not on the list given by the former project manager, and to ensure that the client team member receives the appropriate level and type of communication for their role and needs. This will help the project manager address the client team member's lack of understanding and prevent further delays in the project progress. The other options are not the best choices, because they do not address the root cause of the problem, which is the lack of communication with the client team member. Submitting a change request to cover extra hours associated with project meetings (A) may not be necessary or feasible, and it does not guarantee that the client team member will understand the project elements better. Speaking with the client team member about the continuous delays during project meetings (B) may be confrontational and ineffective, and it does not solve the communication issue. Increasing the project meeting frequency and duration to allow for the extra work required (D) may be counterproductive and inefficient, and it may not suit the communication preferences of the client team member or other stakeholders. References: = Project Management Professional (PMP) Exam Content Outline, A Guide to the Project Management Body of Knowledge (PMBOK Guide), Sixth Edition, Communication Matrix How-To & Template | TeamGantt, Free Communication Matrix Templates With How-To | Smartsheet

NEW QUESTION 62
A project team was asked to resume development activities on a project that was suspended for a few months due to the fast-changing environment and conditions. What should the project lead do?

A. Review the items remaining in the backlog with the project team.
B. Ask the program manager to approve the backlog with the client.
C. Review the items remaining in the backlog with the project sponsor.
D. Ask the project team to approve all of the remaining backlog items.

Answer: A

Explanation:
= This answer is based on the agile practice of backlog refinement, which is the process of reviewing, updating, and prioritizing the backlog items with the project team and other stakeholders. By reviewing the items remaining in the backlog with the project team, the project lead can ensure that the team has a clear and shared understanding of the project scope, requirements, and value. This will also help to identify and address any changes, dependencies, risks, or issues that may have occurred during the suspension of the project. This approach will enable the project team to resume the development activities with confidence and alignment. References: (Project Management Professional (PMP) Reference Materials source and documents)
? A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition, Chapter 14: Enabling Change, Section 14.2: Leading the Team, page 334.
? Agile Practice Guide, Chapter 3: Life Cycle Selection, Section 3.3: Implementing Agile: Creating an Agile Environment, page 32.

NEW QUESTION 65
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 70
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 RBSto 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 74
A scrum team's daily meetings are conducted by teleconference between three teams, each located in different countries. The meetings typically last 45 minutes with many misunderstandings due to language barriers.
How should the project manager resolve this issue for the next iteration?

A. Instruct the meeting participants to speak only about blockers during the meeting.
B. Transfer half of the backlog items to the next iteration to allow more time to complete the meetings.
C. Extend the meeting to 1 hour and request that all of the participants bring up all of the issues.
D. Train the three team leads to conduct a local meeting, then run an overall status meeting.

Answer: D

Explanation:
According to the PMBOK Guide, a scrum team is a cross-functional, self- organizing group of people who work together to deliver value to the customer in short iterations called sprints. A scrum team conducts daily meetings, also known as daily scrums or stand-ups, to synchronize their work, communicate progress, identify impediments, and plan the next steps. A daily meeting should be time-boxed to 15 minutes or less, and should focus on answering three questions: What did I do yesterday? What will I do today? What is blocking me? In this scenario, the project manager should train the three team leads to conduct a local meeting, then run an overall status meeting, as this can help to reduce the communication barriers, improve the efficiency and effectiveness of the meetings, and ensure the alignment and coordination of the three teams. Instructing the meeting participants to speak only about blockers, transferring half of the backlog items, or extending the meeting to 1 hour are not the best options, as they may not address the root cause of the problem, or may compromise the quality, scope, or schedule of the
project. References: = PMBOK Guide, 7th edition, pages 14-15, 18-19, 22-23.

NEW QUESTION 75
An organization is struggling to start an important project. The project manager has identified that the scope definition is the main item preventing the project from starting. Although most of the scope items are defined and agreed upon among the stakeholders, there are a few items that are hard to grasp and very complex to define at this stage.
What should the project manager do?

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

Answer: C

Explanation:
According to the PMBOK Guide, a project scope definition is a comprehensive description of all project elements, including all related activities, assets, timeframes, milestones, and the project's boundaries1. The scope of a project also identifies essential players, processes, assumptions, and restrictions2. The project scope statement describes, in detail, the project's deliverables and the work required to create those deliverables3. The project scope statement also provides a common understanding of the project scope among all project stakeholders and describes the project's major objectives3.
In this scenario, the project manager has identified that the scope definition is the main item preventing the project from starting, as there are a few items that are hard to grasp and very complex to define at this stage. The project manager should propose that the well-defined scope items be delivered using a predictive approach and use an agile approach to deal with the complex items. This is an example of a hybrid approach, which is a combination of serial and agile strategies that can be used for different phases or work packages of a project4. A hybrid approach can provide flexibility, adaptability, and customer focus while maintaining some level of predictability and control4. A hybrid approach can also accommodate changing requirements and stakeholder expectations, as well as leverage existing knowledge and experience4.
The project manager should not recommend splitting the project into two smaller projects in order to work exclusively in an agile environment without interference from a predictive approach, as this may create unnecessary complexity and duplication of work. The project manager should also not update the risk register and escalate the issue to the PMO, requesting more resources be added to help define the project scope, as this may not solve the problem of the complex and unclear scope items. The project manager should also not maintain stakeholder momentum in working on the scope definition until a full detailed scope is achieved prior to starting the project, as this may delay the project initiation and cause frustration and dissatisfaction among the stakeholders.
References: 4: Scope Management | PMI 1: Define Scope Process: How To Finalize The Project Scope? 2: Project Scope Definition & Scope Statement Template - PM-Training 3: Section 5.2 Scope Definition

NEW QUESTION 79
During project execution, a client asks to add one more features to the product. After performing a change request analysis, the project manager realizes the necessary equipment will not be available in time to support this new feature, resulting in the project team being idle.
What should the project manager do next?

A. Perform integrated change control.
B. Escalate the risk to senior management.
C. Establish a contingency reserve.
D. Rent ready-made equipment.

Answer: A

Explanation:
According to the PMBOK® Guide, integrated change control is the process of reviewing all change requests, approving changes, and managing changes to deliverables, organizational process assets, project documents, and the project management plan. The project manager should perform integrated change control to evaluate the impact of the client's request on the project scope, schedule, cost, quality, and risk, and to determine the best course of action to address the change. The project manager should also communicate the change and its implications to the relevant stakeholders, and update the project management plan and other documents accordingly. Performing integrated change control will help the project manager to manage the expectations of the client and the project team, and to ensure the project's alignment with the business objectives. References:
? PMBOK® Guide, Sixth Edition, Chapter 4: Project Integration Management, pp. 111-158.
? PMP Exam Prep Coursebook, Chapter 4: Project Integration Management, pp. 4-1- 4-24.

NEW QUESTION 83
A project manager is appointed to manage an infrastructure project that spans across several countries, including different time zones within a subregion. It is likely that most of the project team members will never meet, but they will have to collaborate to ensure deliverables are met.

What should the project manager do to ensure good collaboration between the remote project team members?

A. Discuss the concerns with the project sponsor and modify the project charter to include more budget for interactions.
B. Set the ground rules and identify a contingency plan in the risk register.
C. Plan a communication method and allow the project team members to virtually interact.
D. Create a social media group platform for the team to create a supportive environment.

Answer: C

Explanation:
= According to the PMBOK Guide, 7th edition, communication is one of the key enablers of project performance, and it should be planned, managed, and monitored throughout the project life cycle1. For remote project teams, communication is evenmore critical, as they face challenges such as cultural differences, time zone differences, lack of face-to-face interactions, and potential misunderstandings2. Therefore, the project manager should plan a communication method that suits the needs and preferences of the remote project team members, such as email, phone, video conferencing, instant messaging, or collaboration tools3. The project manager should also allow the project team members to virtually interact with each other, to build trust, rapport, and teamwork4. This will help to ensure good collaboration and coordination among the remote project team members, and to achieve the project deliverables. References:
? 1: PMBOK Guide, 7th edition, Chapter 4: Plan and Manage Communications, p.69-70
? 2: PMBOK Guide, 7th edition, Chapter 4: Plan and Manage Communications, p.72
? 3: PMBOK Guide, 7th edition, Chapter 4: Plan and Manage Communications, p.74-75
? 4: PMBOK Guide, 7th edition, Chapter 4: Plan and Manage Communications, p.76

NEW QUESTION 88
A project manager has been approached by the project sponsor about adding fo the project scope. How should the project manager accommodate this request?

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

Answer: B

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

NEW QUESTION 89
A company is initiating a project to enhance one of its existing products. All of its products are developed internally.
What should the project manager do?

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

Answer: D

Explanation:
According to the PMBOK Guide, 7th edition, one of the project manager's responsibilities is to apply relevant knowledge and experience from previous projects to the current project1. This can help the project manager to identify best practices, avoid pitfalls, and improve the project performance2. Therefore, the project manager should review the lessons learned from the previous project that developed the existing product, as they may provide valuable insights and recommendations for enhancing the product. This can also help the project manager to align the project objectives with the organizational strategy and customer needs3. Ensuring the stakeholder engagement plan is accurate and properly documented (option A) is an important task, but it is not the first thing the project manager should do when initiating a project. Creating a lessons learned document for the initiation phase (option B) is a good practice, but it is not the answer to the question, as it is something the project manager should do at the end of the initiation phase, not at the beginning. Identifying the risk of implementing the new solution and evaluating the impact on the project (option C) is also a vital task, but it is not the answer to the question, as it is something the project manager should do during the planning phase, not the initiation phase. References: 1: PMBOK Guide, 7th edition, page 25 2: PMBOK Guide, 7th edition, page 26 3: PMBOK Guide, 7th edition, page 27

NEW QUESTION 91
A project for Company A was successfully delivered within scope, schedule, and budget by the end of the last iteration. However, during the project celebration ceremony, one of the business stakeholders says they perceive the project as a failure as it did not add any business value.
What should the project manager have done to avoid this perception?

A. Defined product backlog priorities with the sponsor and key stakeholders to deliver business benefits.
B. Confirmed that there is a communications management plan in place to make business stakeholders aware of the success.
C. Involved the business stakeholders in the sprint review.
D. Implemented a closing survey for key stakeholders.

Answer: A

Explanation:
= According to the Agile Practice Guide, the product backlog is a prioritized list of features, functions, requirements, enhancements, and fixes that constitute the changes needed to deliver a viable product1. The product backlog should be aligned with the project vision and goals, and reflect the value proposition for the customer and the business2. Therefore, the project manager should have defined the product backlog priorities with the sponsor and key stakeholders to deliver business benefits, and to ensure that the project outcomes meet the stakeholder expectations and needs. This would have helped to avoid the perception of the

project as a failure, as the business stakeholders would have been involved in defining and validating the value of the project deliverables. This is also consistent with the agile principle of satisfying the customer through early and continuous delivery of valuable software3. References:
? 1: Agile Practice Guide, p. 26
? 2: Agile Practice Guide, p. 28
? 3: Agile Practice Guide, p. 9

NEW QUESTION 95
A project sponsor wants to develop software that would have 30 features and would be used in 10 different countries. The team feels overwhelmed with the amount of work to be done.
What should the project manager do?

A. Support the team to find and execute the minimum viable product (MVP).
B. Subdivide the team to handle different aspects of the project.
C. Organize project execution to satisfy the project sponsor's request.
D. Encourage and motivate the team with project incentives.

Answer: A

Explanation:
The project manager should support the team to find and execute the minimum viable product (MVP) for the software project that would have 30 features and would be used in 10 different countries. An MVP is a version of a product that has enough features to satisfy the early customers and provide feedback for future development. The project manager can use the MVP approach to deliver value to the project sponsor and the end-users quickly and iteratively, while reducing the risk of scope creep, waste, and rework. The project manager can also use the feedback from the MVP to prioritize and refine the remaining features of the product. The project manager should not subdivide the team, organize project execution, or encourage and motivate the team with project incentives, as these options may not address the root cause of the team's overwhelm and may lead to poor quality, inefficiency, or dissatisfaction. References: PMBOK Guide, 6th edition, page 177, Top 20 PMP Sample Question and Answer For 2023 | StarAgile

NEW QUESTION 97
According to this burnup chart for the last 7-day sprint, what should the project lead address with the product owner and team?

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

Answer: C

Explanation:
According to the Agile Practice Guide, a burnup chart is a graphical tool that shows the amount of work completed and the total amount of work in a project or sprint. It helps to visualize the progress and scope of the project or sprint, and to identify any changes or deviations that may occur. In this scenario, the burnup chart shows that the team has added new work to the sprint after it has started, as indicated by the upward slope of the total work line. This is a violation of the agile principle of delivering working software frequently and satisfying the customer through early and continuous delivery of valuable software. Adding new work to the sprint after it has started may disrupt the team's focus and flow, increase the complexity and uncertainty of the sprint, and compromise the quality and value of the deliverable. The project lead should address this issue with the product owner and the team, and remind them of the importance of respecting the sprint commitments and avoiding scope creep. The project lead should also help the product owner and the team to prioritize and refine the product backlog, and to plan and execute the sprints in a consistent and predictable manner. The project lead should also encourage the product owner and the team to communicate and collaborate effectively, and to seek and provide feedback regularly. Creating a burnup chart and mapping assumptions to impediments based on the impact to the project value (option C) is the best solution to the issue, as it demonstrates proactive and effective project integration and risk management. The team is not meeting the expectations of the product owner (option A) may not be true or fair, as the team may still be able to deliver the expected value and quality within the sprint timebox, despite the addition of new work. However, this option does not address the root cause of the issue or provide a constructive feedback to the product owner and the team. The product owner should not ask the team to change their sprint commitments (option B) may also be partially correct, as the product owner should respect the team's autonomy and capacity, and should not impose unrealistic or unnecessary changes to the sprint scope. However, this option does not consider the possibility that the team may have added new work to the sprint without the product owner's request or approval, or that the product owner and the team may have agreed to change the sprint commitments based on new information or feedback. The team should have stopped on day 4 and started a new sprint (option D) may also be impractical or inefficient, as it may waste the time and effort that the team has already invested in the current sprint, and may create unnecessary overhead and disruption to the project flow. Stopping and starting a new sprint may also not guarantee the improvement of the project performance or delivery, unless the product owner and the team address the underlying issue of adding new work to the sprint after it has started. References: : Project Management Institute. (2017). Agile Practice Guide. Newtown Square, PA: Author1 : What is a Burn Up Chart & How to Create One | Atlassian 2 : What Is a Burn Up Chart In Agile Project Management1 : What Is a Burndown Chart? | Coursera 3

NEW QUESTION 101
A team member has experienced personal conflicts on past projects, making them nervous about working on the current project. The project manager knows this teammember could add value to the project.
What should the project manager do to get the most value from this team member?

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

Answer: A

Explanation:
According to the PMBOK® Guide 7th Edition, the project manager should create a high-performing team by fostering a collaborative, respectful, and trusting environment. The project manager should also help the team members to overcome personal and interpersonal issues that may affect their performance. Therefore, the project manager should advise the team member to focus on the current project and consider the past conflicts as lessons learned. This would help the team member to move on from the negative experiences and contribute positively to the project. Option B is incorrect because it implies that the team member should hide their personal information from the entire team,
which could create a sense of isolation or mistrust. Option C is incorrect because it suggests that the project sponsor has the authority to decide what personal information can be shared with the entire team, which could violate the team member's privacy or autonomy. Option D is incorrect because it implies that the

project manager needs to consult with HR and check company policies before advising the team member, which could delay the resolution of the issue or undermine the project manager's role as a
leader. References: PMBOK® Guide 7th Edition, Chapter 2: Creating a High-Performing Team, Section 2.1: Establishing a Team, p. 29-30.

NEW QUESTION 105
A complex project is in the execution phase. A key stakeholder who is new to the project has not been approving project deliverables,which could impact the overallprogress.
What should the project manager do next?

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

Answer: A

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

NEW QUESTION 109
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 ProjectManagement Body of Knowledge (PMBOK® Guide) – Sixth Edition, Chapter 4: Project Integration Management : A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Sixth Edition, Chapter 3: The Role of the Project Manager : A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Sixth Edition, Chapter 13: Project Stakeholder Management

NEW QUESTION 114
A project manager is working on a major construction project. Part of the agreed-upon plan was to use a cloud-based system with a server that runs on high-speed internet service since most of the team members work virtually. The company needs to reduce operating costs as much as possible and management insists that the project will now use a system running on a conventional dial-up service. What should the project manager do next?

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

Answer: D

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

NEW QUESTION 118
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 artifactseffectively.

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 demonstratesproactive 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 121
A client has asked the project manager for the program status report. The project manager sends the report and then realizes that they accidentally included another manager from the client'sorganization onthe email.
What should the project manager do?

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

Answer: C

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

NEW QUESTION 122
The change control board (CCB) rejects a change request submitted by a subject matter expert (SME). The SME refuses to accept thisrejection and does not want tocontinue the project without the change.
What should the project manager have done to avoid this situation?

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

Answer: D

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

NEW QUESTION 125
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 129
A stakeholder on a project has a reputation for being easily angered and unreasonably difficult on projects. The project manager would like to minimize the impact of the stakeholder's behavior on the development team.
What training should the project manager choose for their team to help with this situation?

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

Answer: B

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

NEW QUESTION 133
A leader from project B consistently reaches out to a team member in project A for assistance. What should project A's project manager do?

A. Ensure project A's team member can finish thework committed to project.
B. Talk with project B's leader to discuss possible impacts to both projects.
C. Allow project B's leader to continue building relationships.
D. Tell project A's team member to ignore project B's leader.

Answer: B

Explanation:
According to the PMBOK Guide, the project manager should manage the project resources, including the human resources, in an effective and efficient manner. The project manager shouldalso coordinate and collaborate with other project managers and stakeholders to ensure the alignment and integration of the project activities and objectives. In this scenario, the project manager faces a resource issue that may affect the performance and delivery of both projects. The best course of action is to talk with project B's leader to discuss the possible impacts to both projects, and to find a mutually agreeable solution that balances the needs and expectations of both projects. This option demonstrates proactive and respectful project communication and resource management. Ensuring project A's team member can finish the work committed to project (option A) may not be sufficient or realistic, as it may ignore or overlook the needs and expectations of project B, and may create a conflict or resentment between the projects. Allowing project B's leader to continue building relationships (option C) may also be ineffective or inappropriate, as it may not address the root cause of the issue or provide a clear guidance on how to manage the resource allocation and utilization. Telling project A's team member to ignore project B's leader (option D) may also be counterproductive or unethical, as it may damage the relationship and trust between the projects, and may violate the professional responsibility and code of conduct of the project manager. References: : Project Management Institute. (2017). A Guide to the Project Management Body of Knowledge (PMBOK Guide) (6th ed.). Newtown Square, PA: Author1 : Project Management Institute. (2017). PMI Code of Ethics and Professional Conduct. Newtown Square, PA: Author2

NEW QUESTION 134
A project manager joins an existing project. One project stakeholder is unhappy with the frequency and types of project updates received and has made a request for more information to be shared. What should the project manager do next?

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

Answer: A

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

NEW QUESTION 135
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 139
An agile project team discovers that they are unable to implement a feature completely in the first iteration. The team believes it may not be able to complete the tasks in the second iteration. The feature is a critical component that the customer has prioritized. What should the team do?

A. Reduce the scope of the feature to fit into one iteration and deliver it to the customer.
B. Go back to the customer and explain that they cannot implement the feature completely in one iteration.
C. Split the feature into smaller subfeatures, implement them, and then deliver them incrementally in multiple iterations.
D. Ask the customer to simplify the feature so that it can be implemented in one iteration.

Answer: C

Explanation:
One of the key principles of agile project management is to deliver value to the customer frequently and iteratively. This means that the team should aim to deliver working software or features that meet the customer's needs and expectations in each iteration, rather than waiting until the end of the project to deliver the whole product. This way, the team can get feedback from the customer and make adjustments as needed, as well as reduce the risk of delivering something that does not satisfy the customer. Therefore, if the team discovers that they are unable to implement a feature completely in the first iteration, and that the feature is a critical component that the customer has prioritized, the best option is to split the feature into smaller subfeatures, implement them, and then deliver them incrementally in multiple iterations. This will allow the team to deliver value to the customer sooner, as well as to manage the scope and complexity of the feature more effectively. The other options are not consistent with the agile principles and values, as they may compromise the quality, functionality, or customer satisfaction of the feature. Reducing the scope of the feature to fit into one iteration may result in delivering a feature that does not meet the customer's requirements or expectations, or that is not fully tested or integrated. Going back to the customer and explaining that they cannot implement the feature completely in one iteration may cause the customer to lose trust or confidence in the team's ability or commitment, or to perceive the team as inflexible or unresponsive. Asking the customer to simplify the feature so that it can be implemented in one iteration may imply that the team is not willing or able to handle the complexity or challenge of the feature, or that the team is not respecting the customer's needs or preferences. References:
? PMI, A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, pp. 28-29, 35-36, 54-55.
? Agile project management and the PMBOK® guide, Sliger, M. (2008). Agile project management and the PMBOK® guide. Paper presented at PMI® Global Congress 2008—North America, Denver, CO. Newtown Square, PA: Project Management Institute.
? What Is Agile Project Management?, Good, L. (2023). What Is Agile Project Management? Project-Management.com.

NEW QUESTION 143
After 35 years of service, a company's CEO has retired. The new CEO is planning to digitally transform the company and has assigned a new project manager to assist in this endeavor. The initial backlog has been created and agreed upon, and the team members have been assigned.
What should the project manager do before the project kick-off meeting?

A. Conduct a backlog refinement and identify the key activity to start with.
B. Compare the team's expertise against the project requirements.
C. Perform integration management activities to consolidate the plans.
D. Review the project's environment to understand the organizational culture.

Answer: D

Explanation:
The project manager should review the project's environment to understand the organizational culture, because this is part of the plan stakeholder engagement process, which involves identifying the stakeholders, their needs, expectations, interests, and potential impact on the project, and developing appropriate strategies to effectively engage them. The project manager should also use the manage stakeholder engagement process to communicate and collaborate with the stakeholders, and address their issues and concerns.
The other options are not correct because:
? A. Conduct a backlog refinement and identify the key activity to start with. This is not the next step, because the project manager should first review the project's environment and the stakeholder's expectations before refining the backlog and prioritizing the activities. Moreover, the backlog refinement is an agile technique that may not be applicable to all projects.
? B. Compare the team's expertise against the project requirements. This is not the next step, because the project manager should first review the project's environment and the stakeholder's expectations before assessing the team's expertise and identifying any gaps or risks. Moreover, the team's expertise should have been considered during the acquire resources process, which involves obtaining the necessary human and physical resources for the project.
? C. Perform integration management activities to consolidate the plans. This is not the next step, because the project manager should first review the project's environment and the stakeholder's expectations before performing integration management activities, which involve developing, directing, and managing the project work, and ensuring alignment and consistency among the project plans.
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 13: Project Stakeholder Management : 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 9: Project Resource Management

NEW QUESTION 147
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 148
A project involves exporting 150 packages to the customer. However, only 30 packages have been cleared by the customer for shipment. The logisticsmanager provided details to the customer 2 weeks ago and set up a weekly conference call to effectively communicate with them, but the customer has notbeen participating in the calls.
How should the project manager handle this situation?

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

Answer: A

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

NEW QUESTION 150
In a complex project with several subcontractors, one subcontractor reports a likely delay in the schedule. This could affect the other subcontractors and impact their ability to deliver on time.
What should the project manager do first?

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

Answer: D

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

NEW QUESTION 154
An experienced project manager is leading an enthusiastic team but realizes the team lacks the experience to complete thejob successfully. What shouldthe project manager do to reduce the risk of project failure?

A. Ask the sponsor to add experienced professionals to the team.
B. Approve the appropriate training program for team members.
C. Provide team members with the necessary coaching and mentoring.
D. Assign a dedicated resource to check the quality of each deliverable.

Answer: C

Explanation:
According to the PMBOK Guide, the project manager should develop the project team by improving the competencies, interaction, and environment of the team members. The project manager should also use various methods and techniques to enhance the team performance and satisfaction, such as coaching, mentoring, training, feedback, recognition, and rewards. In this scenario, the project manager is leading an enthusiastic team but realizes the team lacks the experience to complete the job successfully. This is a human resource risk that may affect the quality and delivery of the project. The best course of action is to provide team members with the necessary coaching and mentoring to help them acquire the skills and knowledge needed for the project, and to guide them through the challenges and issues that may arise. Providing team members with the necessary coaching and mentoring (option C) is the best solution to the issue, as it demonstrates proactive and effective project human resource management. Asking the sponsor to add experienced professionals to the team (option A) may not be feasible or desirable, as it may incur additional costs and time to onboard and integrate the new resources, and may disrupt the existing team dynamics and morale. Approving the appropriate training program for team members (option B) may also be helpful, but it is not the only or most comprehensive approach. Training is a formal and structured way of imparting knowledge and skills to the team members, but it may not address the specific needs and issues of the project or the team. Coaching and mentoring are more personalized and interactive ways of developing the team members, as they involve providing advice, feedback, support, and encouragement to the team members throughout the project. Assigning a dedicated resource to check the quality of each deliverable (option D) may also be ineffective or inefficient, as it may create a bottleneck and dependency on the resource, and may undermine the trust and responsibility of the team members. The project manager should empower the team members to perform quality assurance and control activities, and to ensure that the deliverables meet the quality standards and expectations of the project. References: : Project Management Institute. (2017). A Guide to the Project Management Body of Knowledge (PMBOK Guide) (6th ed.). Newtown Square, PA: Author1 : Project Management Professional (PMP)® Certification | PMI 2 : What Counts as Project Management Experience? - CBT Nuggets 3 : PMP® Certification Info Summary | PMI - Project Management Institute 4 : PMP Certification Requirements | Are you eligible for PMP5

NEW QUESTION 155
A highly skilled team resource received a job offer and is leaving the project soon. What should the project manager do to maintain project performancewhile a new team member is being onboarded?

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

Answer: A

Explanation:
= The project manager should offer cross-training and mentoring to the new team member to maintain project performance while a new team member is being onboarded. According to the PMBOK® Guide, cross-training is a technique that involves training team members in multiple skills so that they can perform more than one role on the project1. Mentoring is a technique that involves providing guidance and support to less experienced team members by more experienced team members1. Both techniques can help the new team member to learn the necessary skills and knowledge to perform the project tasks, and to integrate into the team culture. This way, the project manager can minimize the impact of losing a highly skilled team resource and maintain the project performance. The other options are not sufficient or appropriate for this situation, as they do not address the need to train and support the new team member.
? Logging a risk in the risk register and working with the new team member to mitigate it is a passive and reactive approach that does not help the new team member to acquire the skills and knowledge needed for the project.
? Motivating the new team member to perform is a general and vague action that does not specify how the project manager will help the new team member to perform the project tasks.
? Sharing project documents with the new team member is a necessary but not sufficient action that does not ensure that the new team member will understand and apply the information in the project documents.
References: 1: PMBOK® Guide, 7th edition, page 96.

NEW QUESTION 159
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 164
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