

# PMP

## Exam Questions PMP

Project Management Professional



#### NEW QUESTION 1

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 2

A project manager is working on a project that is required to deliver value on an incremental basis. Which action should the project manager take to enable successful project execution?

- A. Engage with the project sponsor to understand the scope.
- B. Develop a comprehensive set of requirements.
- C. Create a project schedule containing milestones.
- D. Identify the tangible and intangible benefits.

**Answer: D**

#### Explanation:

According to the PMP reference materials, a project that is required to deliver value on an incremental basis should follow the agile project management approach<sup>12</sup>. This approach emphasizes delivering working product frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale<sup>3</sup>. To enable successful project execution, the project manager should identify the tangible and intangible benefits that each product increment will deliver to the customer and the organization<sup>4</sup>. This will help the project manager prioritize the product features, plan the iterations, and measure the progress and value of the project<sup>4</sup>. The other options are not the best actions to take for an incremental project, as they may not align with the agile principles and practices. Engaging with the project sponsor to understand the scope (A) is important, but not sufficient, as the scope may change or evolve based on customer feedback and changing requirements. Developing a comprehensive set of requirements (B) is not advisable, as it may lead to over-analysis and delay the delivery of value. Creating a project schedule containing milestones © is not consistent with the agile approach, as it may impose rigid constraints and limit the flexibility and adaptability of the project

team. References: 1: The Agile Project Management Approach - Project Management Institute 2: Agile best practices for incremental delivery | Hexaware 3: Incremental Delivery and the Principles of the Agile Manifesto | Scrum.org 4: PMP Q #44- Delivering Value Incrementally - iZenBridge

#### NEW QUESTION 3

A project manager has been selected to deliver one of an organization's key flagship solutions. Critical success factors include agility, market adaptation, and a quick response to market offerings.

What is one of the key activities that the project manager should undertake to ensure company success?

- A. Request more funding from the project sponsor to hire additional skilled resources and to incorporate additional quality in the project delivery approach and outcome.
- B. Conduct periodical reviews of the project plans, objectives, and deliverables to ensure all relevant data are captured to continue making informed project decisions.
- C. Create a business case after performing a market review, and then submit it to the sponsor to modify the project deliverable to meet the newly defined objectives.
- D. Review the project objectives with the project sponsor to agree on more realistic and achievable project plans and deliverables.

**Answer: B**

#### Explanation:

For a project that requires agility, market adaptation, and a quick response to market offerings, the project manager should conduct periodical reviews of the project plans, objectives, and deliverables to ensure all relevant data are captured to continue making informed project decisions. This will help the project manager to monitor the project performance, identify and respond to changes, and deliver value to the customer. The other options are not as effective or appropriate as the correct answer, as they may increase the project cost, scope, or risk, or compromise the project quality or customer satisfaction. References: PMBOK Guide, 7th edition, page 30-31, 34-35, 40-41.

#### NEW QUESTION 4

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

What should the project manager do in this situation?

- A. Maintain the task assignments as planned and compress the other tasks to keep the project on schedule.
- B. Ask the team members to work overtime to finish the tasks on time according to the schedule.

- C. Keep the task assignments unchanged since the project management plan has been approved.
- D. Review the work allocation and reassign some tasks to shorten the critical path.

**Answer: D**

**Explanation:**

= This answer is based on the knowledge area of project schedule management, which involves planning, developing, managing, and controlling the project schedule. The project manager should review the work allocation and reassign some tasks to shorten the critical path, which is the longest sequence of activities that determines the project duration. By doing so, the project manager can optimize the use of the project resources, reduce the project completion time, and avoid unnecessary delays. References: (Project Management Professional (PMP) Reference Materials source and documents)  
? A Guide to the Project Management Body of Knowledge (PMBOK® Guide) –  
Seventh Edition, Chapter 6: Planning and Managing the Schedule, Section 6.2: Developing the Schedule, page 149.  
? The Standard for Project Management, Part 2: Value Delivery System, Section 2.2: Project Planning, page 47.

**NEW QUESTION 5**

A project manager noticed that a team member has been struggling with some tasks, which may ultimately impact the completion date. Team morale is low because they will not get the expected bonus if they do not finish on time. What should the project manager do next?

- A. Update the project schedule and budget estimates.
- B. Ask the human resources (HR) department to replace the team member and add an additional resource.
- C. Ask the client to approve a delay in the project schedule.
- D. Acknowledge the team for their accomplishments, encourage them, and offer assistance to avoid future delays.

**Answer: D**

**Explanation:**

According to the PMBOK Guide, a project manager should use interpersonal and team skills to manage team morale and performance. One of the skills is recognition and rewards, which involves acknowledging the team's achievements, providing positive feedback, and offering incentives for meeting or exceeding expectations. Another skill is coaching and mentoring, which involves providing guidance, support, and advice to help the team members improve their skills, overcome challenges, and achieve their goals. By using these skills, the project manager can motivate the team, foster collaboration, and prevent or resolve conflicts. References: PMBOK Guide, 7th edition, page 182-183.

**NEW QUESTION 6**

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 cycle<sup>1</sup>. 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 performance<sup>2</sup>.

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 demand<sup>3</sup>.

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 constraints<sup>4</sup>. 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 Planning<sup>5</sup>
- ? 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 7**

A project manager has been assigned to an important project that will help set the future of the company. Meanwhile, the project management office (PMO) is implementing adaptive tools in a mostly predictive environment and has requested that the project manager follow this process as well. However, the functional manager has expressed concerns about the use of new tools on such an important project. What should the project manager do?

- A. Follow the project management office's (PMOs) request to implement the adaptive tools in the project.
- B. Review the adaptive tools' impact and obtain agreement from the functional manager.
- C. Follow the functional manager's recommendation to implement only predictive tools in the project.

D. Make the decision on which project approach to use that would best fit the project.

**Answer: B**

**Explanation:**

According to the PMBOK® Guide 7th Edition, the project manager should select the project approach that best suits the project context and stakeholder needs. The project manager should also consider the impact of the chosen approach on the project delivery and the organization. Therefore, the project manager should review the adaptive tools' impact and obtain agreement from the functional manager before implementing them in the project. This would help to address the functional manager's concerns and ensure alignment with the PMO's request. Option A is incorrect because it ignores the functional manager's concerns and may cause resistance or conflict. Option C is incorrect because it disregards the PMO's request and may miss the opportunity to use adaptive tools that could benefit the project. Option D is incorrect because it assumes that the project manager can make the decision on the project approach without consulting the functional manager or the PMO, which could lead to misalignment or misunderstanding. References: PMBOK® Guide 7th Edition, Chapter 2: Creating a High-Performing Team, Section 2.3: Selecting the Project Approach, p. 37-38.

**NEW QUESTION 8**

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

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

**Answer: B**

**Explanation:**

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

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

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

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

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

? Net Present Value Formula PMP®

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

? PMP Exam Prep: Present Value vs Future Value

**NEW QUESTION 9**

A project manager is leading a large public project that will have a high impact on the town's citizens. How should the project manager define the different requirements?

- A. Include only the key requirements and keep the stakeholders informed about scope decisions.
- B. Add only the opinions of the team, because they know the objectives of the project.
- C. Include only the common requirements of each stakeholder group in the project goals.
- D. Analyze the interests and influence of stakeholders and evaluate their requirements.

**Answer: D**

**Explanation:**

According to the PMBOK Guide 7th Edition, the project manager should identify and engage stakeholders throughout the project life cycle and collect their requirements using various techniques such as interviews, surveys, focus groups, workshops, observation, prototyping, etc. The project manager should also analyze the interests and influence of stakeholders and prioritize their requirements based on the project objectives, scope, and value. The project manager should not exclude or ignore any stakeholder requirements, as this may lead to dissatisfaction, conflicts, or scope changes later in the project. References: PMBOK Guide 7th Edition, Chapter 3: Project Performance Domain, Section 3.2: Engage Stakeholders, Page 61; Chapter 4: Project Delivery, Section 4.2: Collect Requirements, Page 89.

**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 10**

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

What does the project manager need to do now?

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

**Answer:** C

**Explanation:**

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

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

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

**NEW QUESTION 13**

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 18**

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

What should the project manager do?

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

**Answer:** A

**Explanation:**

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

business and project stakeholders, as well as the technology suppliers<sup>2</sup>. By including all stakeholders in the creation of the project charter, the project manager can ensure that their expectations, requirements, and interests are aligned and clarified, and that they have a common understanding of what the project aims to deliver<sup>3</sup>. 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 21**

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 26**

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 31**

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

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

**Answer: D**

**Explanation:**

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

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

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

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

**NEW QUESTION 33**

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 team to complete the deployment and close 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 releasable<sup>1</sup>. 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 34**

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 the project 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

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**NEW QUESTION 36**

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 38**

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

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

**Answer: B**

**Explanation:**

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



#### NEW QUESTION 39

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 44

A project manager is performing the role of scrum master for a team of developers. There is a conflict among the developers, generated by differences in how a feature can be delivered.

The project manager organized a few spikes to resolve this conflict. What should the project manager do next?

- A. Ask the project sponsor to decide which option should be implemented.
- B. Organize a multivoting event to achieve consensus of the whole team.
- C. Allow the team to decide on their own which option should be implemented.
- D. Organize more spike events until consensus of the team is reached.

**Answer: C**

#### Explanation:

According to the PMBOK Guide 7th Edition, the project manager should act as a facilitator and coach in an agile environment, which means supporting the team members in their self-organization, collaboration, and decision making. The project manager should also respect the team's autonomy and empower them to deliver value. Therefore, the best option is to allow the team to decide on their own which option should be implemented, based on the results of the spikes. Asking the project sponsor, organizing a multivoting event, or organizing more spike events are possible actions that the project manager can take later, but they are not the best option to support the team in their agile approach. References: PMBOK Guide 7th Ed., 2.0 The Project Delivery Principles, Page 9; PMBOK Guide 7th Ed., 3.0 The Project Team, Page 23; 1

#### NEW QUESTION 46

A team member has experienced personal conflicts on past projects, making them nervous about working on the current project. The project manager knows this team member 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 48

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

What should the project manager do next?

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

**Answer: A**



**Explanation:**

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

**NEW QUESTION 50**

A customer support team has planned short, iterative cycles for working on customer-reported issues. Recently, there was a surge of high-priority issues that disrupted the original plan, and the team's manager is finding it difficult to manage the progress. Which approach should the project manager suggest using?

- A. Agile Scrum approach
- B. Spiral approach
- C. Agile Kanban approach
- D. Rapid application development approach

**Answer: C**

**Explanation:**

According to the PMBOK Guide, the project manager is responsible for selecting the appropriate project delivery approach based on the project characteristics, stakeholder needs, and environmental factors. One of the project delivery approaches is agile, which is a flexible and iterative method that embraces change and delivers value incrementally. Within agile, there are different frameworks or methods, such as Scrum, Kanban, Spiral, and Rapid Application Development (RAD). Each of these methods has its own advantages and disadvantages, depending on the project context and requirements. In this scenario, a customer support team has planned short, iterative cycles for working on customer-reported issues, which indicates an agile approach. However, recently, there was a surge of high-priority issues that disrupted the original plan, and the team's manager is finding it difficult to manage the progress. The question asks which approach the project manager should suggest using in this situation. The best approach for this scenario is agile Kanban, which is a method that uses a visual board to manage the flow of work and limit the work in progress. Kanban can help the project manager and the team prioritize the most important issues, monitor the status and progress of each issue, and optimize the delivery of value to the customers. Kanban is suitable for projects that have frequent and unpredictable changes, as well as high variability and uncertainty. Agile Scrum, Spiral, and RAD are not the best approaches for this scenario, as they have different characteristics and assumptions that may not fit the project context and requirements. Scrum is a method that uses fixed-length iterations called sprints to deliver potentially shippable increments of the product. Scrum is suitable for projects that have stable and committed teams, clear and prioritized requirements, and minimal changes within each sprint. Spiral is a method that combines elements of waterfall and prototyping, using a cyclical process of planning, risk analysis, engineering, and evaluation. Spiral is suitable for projects that have complex and high-risk requirements, as well as the need for extensive testing and validation. RAD is a method that uses rapid prototyping and user feedback to deliver functional components of the product in a short time frame. RAD is suitable for projects that have well-defined and modularized requirements, as well as the availability of user involvement and collaboration. References: PMBOK Guide, 7th edition, pages 27-28, 1.4 Tailoring; pages 29-30, 1.5 Project Delivery Approaches; pages 31-32, 1.6 Project Delivery Methods.

**NEW QUESTION 53**

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's organization on the 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 stakeholders<sup>1</sup>. If they inadvertently disclose confidential information, they should promptly inform the affected parties and take corrective actions<sup>2</sup>. 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 55**

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

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

**Answer: B**

**Explanation:**

The project manager should choose emotional intelligence training for their team to help them deal with the difficult stakeholder. Emotional intelligence is the ability to recognize and manage one's own emotions and the emotions of others<sup>1</sup>. It can help the team to cope with stress, communicate effectively, empathize with others, overcome challenges, and resolve conflicts<sup>2</sup>. By improving their emotional intelligence, the team can reduce the negative impact of the stakeholder's behavior and enhance their performance and satisfaction. References: = PMBOK Guide 7th Edition, Chapter 4: Team Performance, Section 4.2.2: Develop Team Members and Stakeholders; PMBOK Guide 6th Edition, Chapter 9: Project Resource Management, Section 9.5.2.1: Interpersonal and Team Skills.

**NEW QUESTION 59**

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 the work 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 should also 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 62**

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

How does the project lead ensure adherence to agile practices?

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

**Answer: D**

**Explanation:**

= This answer is based on the agile principle of self-organizing teams, which means that the team members collaborate and decide how to best accomplish their work, rather than being directed by others outside the team. By having a discussion with the team on the approach and coming to a decision on when the daily standups should be, the project lead ensures that the team is involved in the planning and execution of their work, and that they respect each other's preferences and constraints. This will also foster trust, communication, and collaboration among the team members, which are essential for agile practices. References: (Project Management Professional (PMP) Reference Materials source and documents)  
? A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition, Chapter 14: Enabling Change, Section 14.2: Leading the Team, page 333.  
? Agile Practice Guide, Chapter 2: An Introduction to Agile, Section 2.2: Agile Manifesto and Principles, page 12.

**NEW QUESTION 65**

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 70**

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 74

A product owner is trying to understand how many of the user stories have been completed within a 2-week sprint. How should the project manager approach this situation?

- A. Invite the product owner to regular standup meetings.
- B. Use retrospectives to deliver the finished products.
- C. Have a face-to-face conversation with the product owner.
- D. Share the burndown chart with the product owner.

**Answer: D**

#### Explanation:

A burndown chart is a graphical tool that shows the amount of work remaining versus time for a sprint or a project. It helps the project team and the product owner to track the progress and identify any deviations from the planned scope, schedule, and budget. By sharing the burndown chart with the product owner, the project manager can provide a clear and transparent view of how many user stories have been completed and how many are still pending within the 2-week sprint. This way, the product owner can also monitor the team's velocity and adjust the product backlog accordingly. References:

? : Agile Practice Guide, page 61

? : A Guide to the Project Management Body of Knowledge (PMBOK Guide), Sixth Edition, page 211

#### NEW QUESTION 76

A project is about to start with a global project team. Travel is not a viable option for project team members, so most will participate virtually. What should the project manager do to engage the team?

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

**Answer: A**

#### Explanation:

= A virtual collaboration/colocation environment is a tool or a platform that enables project team members to communicate, share information, and work together effectively across different locations and time zones. It can help to create a sense of team identity, trust, and cohesion, as well as reduce the challenges of virtual communication such as misunderstandings, delays, and conflicts. Investing in such an environment can enhance the engagement and performance of the global project team. References:

= PMBOK Guide, 6th edition, page 368; PMP Exam Content Outline, 2021, page 9

#### NEW QUESTION 79

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

What should the project manager do next?

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

**Answer: C**

#### Explanation:

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

#### NEW QUESTION 83

A new project has been kicked off following a planning session. The project is under direct oversight of an executive in the organization. After a review meeting, the project manager overhears an executive request a dashboard from one of the team members to show the overall project status.



What should the project manager do?

- A. Ask the team member to develop a dashboard to fulfill the request.
- B. Tell the team member to route the request through the project manager.
- C. Update the communications management plan to include informal requests.
- D. Update the stakeholder engagement assessment matrix.

**Answer: B**

**Explanation:**

= The project manager should tell the team member to route the request through the project manager, as this is the best way to ensure that the communication is consistent, accurate, and aligned with the project objectives. The project manager is responsible for managing the communication with the stakeholders, including the executive, and for providing them with the appropriate level of information. The project manager should also verify the validity and feasibility of the request, and update the communications management plan accordingly. The other options are not the best actions to take in this situation, as they do not follow the established communication protocols or respect the project manager's authority. References: = A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition, Chapter 5: Project Communications, Section 5.2: Manage Communications, Page 137-138.

**NEW QUESTION 85**

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

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

**Answer: A**

**Explanation:**

= The project manager should offer cross-training and mentoring to the new team member to maintain project performance while a new team member is being onboarded. According to the PMBOK® Guide, cross-training is a technique that involves training team members in multiple skills so that they can perform more than one role on the project. Mentoring is a technique that involves providing guidance and support to less experienced team members by more experienced team members. 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 90**

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 95**

Company A has a culture of adhering to policies and procedures. A project manager is applying an agile approach to their in-house software development project, but even with training, they are still unable to deliver efficiently.

What should the project manager do first to improve this situation?

- A. Follow company procedures and retrain team members on the agile approach.
- B. Identify key team members who can influence others to contribute efficiently.
- C. Empower and coach the team members to focus on project delivery results.
- D. Ask company management to delay the project and grant it additional time.

**Answer: C**

**Explanation:**

The project manager should empower and coach the team members to focus on project delivery results, as this is one of the core values and principles of agile project management. According to the Agile Practice Guide, the project manager should create an environment of trust, collaboration, and experimentation, where team members are empowered to make decisions, take ownership of their work, and deliver value to the customer. The project manager should also coach the team members to adopt an agile mindset, embrace change, and continuously improve their processes and practices. Following company procedures and



retraining team members on the agile approach (A) is not the best option, as it may not address the root cause of the problem, which is the lack of empowerment and coaching. Identifying key team members who can influence others to contribute efficiently (B) is not enough, as the project manager should also provide guidance and support to the whole team, not just a few individuals. Asking company management to delay the project and grant it additional time (D) is not a proactive or effective way to improve the situation, as it may increase the cost and risk of the project, and reduce the customer satisfaction and trust. References: Agile Practice Guide, pages 9- 10, 14-15, 25-26, 77-78.

**NEW QUESTION 98**

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

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

**Answer: B**

**Explanation:**

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

**NEW QUESTION 103**

A project manager has recently joined a small company. The company's chief operating officer (COO) asked the team to skip some steps in the process in order to work more quickly. The project manager wants to ensure that these steps are not skipped in the future. What should the project manager do?

- A. Escalate the issue to the other executive leadership members.
- B. Notify all team members that all steps in the process must be completed.
- C. Schedule a review of the process steps with the team and the COO.
- D. Redesign the process so the team can move more quickly.

**Answer: C**

**Explanation:**

According to the PMBOK® Guide 7th Edition, the project manager should ensure that the project processes are aligned with the organizational processes and standards, and that they deliver value to the stakeholders. The project manager should also communicate and collaborate with the project team and the senior management to address any issues or concerns that may affect the project quality or performance. Therefore, the project manager should schedule a review of the process steps with the team and the COO to clarify the purpose and importance of each step, and to seek their input and feedback on how to improve the process efficiency and effectiveness. Option A is incorrect because it implies that the project manager is bypassing the COO and escalating the issue to the other executive leadership members, which could create conflict or distrust. Option B is incorrect because it suggests that the project manager is imposing a directive approach on the team, which could demotivate or discourage them. Option D is incorrect because it assumes that the project manager can redesign the process without consulting the team or the COO, which could result in misalignment or resistance. References: PMBOK® Guide 7th Edition, Chapter 3: Doing the Work, Section 3.1: Executing the Project, p. 47-48.

**NEW QUESTION 104**

A project manager is assigned to a project in a company that is transitioning to agile. Not all stakeholders believe in the project, and some stakeholders would like the entire project defined and planned out early in the project. However, the project sponsor needs a quick win to ensure the continuation of the project. What approach should the project manager use?

- A. An agile approach as this would provide working functionality earlier.
- B. A predictive approach as this would please the senior stakeholders.
- C. A hybrid project as this will mitigate stakeholders' concerns.
- D. A predictive approach as this will show benefits for all stakeholders.

**Answer: A**

**Explanation:**

According to the Agile Practice Guide, one of the benefits of using an agile approach is to deliver value to the customer early and frequently, by delivering working product increments in short iterations. This can help the project manager to achieve a quick win, which is a small but visible success that can boost the confidence and support of the project sponsor and other stakeholders. A quick win can also help the project manager to validate the project assumptions, test the customer feedback, and adapt to changing requirements. A predictive approach, on the other hand, would require a detailed upfront planning and a fixed scope, which may not be suitable for a project that is transitioning to agile and faces uncertainty and skepticism from some stakeholders. A hybrid project, which combines agile and predictive elements, may be an option, but it would depend on the project context and the level of stakeholder involvement and agreement. Therefore, the best approach for the project manager in this situation is to use an agile approach, as it would provide working functionality earlier and help ensure the continuation of the project. References: Agile Practice Guide, pages 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, and 22. PMP Question 344.

**NEW QUESTION 108**

A network transformation project to increase efficiency and return on investment (ROI) is in the implementation stage. A conflict between the head of the network and the transformation manager arises. What should the project manager do to manage this?

- A. Analyze the context of the issue.
- B. Evaluate the influence of the parties involved.

- C. Lead the parties to find a compromise.
- D. Escalate the problem to the project sponsor.

**Answer:** A

**Explanation:**

According to the PMBOK Guide, the project manager should first analyze the context of the conflict, such as the root cause, the impact, the urgency, and the interrelationships of the parties involved. This will help the project manager to choose the appropriate conflict resolution technique and to avoid unnecessary escalation. The other options are possible actions that the project manager can take after analyzing the context, but they are not the first step in managing the conflict. References: PMBOK Guide, 7th edition, page 255.

**NEW QUESTION 113**

A few key team members recently left the project team. The remaining members took time to understand the details and found it difficult to make progress. As a result, the project schedule is seriously delayed. What should the project manager do?

- A. Request additional resources to be incorporated to the project team.
- B. Observe the project team and give them time to catch up before escalating.
- C. Review the issues and adjust the project plan to give a realistic schedule.
- D. Escalate to the project sponsor and seek alternatives to resolve the issue.

**Answer:** A

**Explanation:**

According to the Project Management Professional (PMP) Reference Materials, the project manager should request additional resources to be incorporated to the project team when a few key team members recently left the project team, and the remaining members took time to understand the details and found it difficult to make progress, resulting in a serious delay in the project schedule. This is because the project manager needs to ensure that the project has sufficient resources to complete the work within the agreed time, cost, and quality constraints. By requesting additional resources, the project manager can fill the gaps left by the departed team members, and provide the necessary skills, expertise, and experience to the project. The project manager can also use the additional resources to accelerate the work, reduce the learning curve, and mitigate the risks associated with the team turnover. Requesting additional resources can help the project manager to recover from the setback, and deliver the project successfully. References: Project Management Professional (PMP) Exam Content Outline, A Guide to the Project Management Body of Knowledge (PMBOK Guide) - Seventh Edition, How To Handle A Key Team Member Leaving At A Critical Project Point.

**NEW QUESTION 115**

A risk was raised during the initiation of a project. The supplier discontinued software support for one of the project's required inputs. The project manager planned a reserve budget to allow the project to continue in the event of this occurrence. What should the project manager do?

- A. Ask the supplier to continue providing software support until the end of the project.
- B. Inform the sponsor that the risk has been realized and that a decision has to be made for the project to continue.
- C. Tell the project team to stop work, as software support will be canceled and the project cannot continue.
- D. Advise the supplier that the sponsor will pay for software support as previously planned.

**Answer:** B

**Explanation:**

According to the PMBOK Guide, the project manager is responsible for planning, implementing, and monitoring risk responses throughout the project life cycle. One of the tools and techniques for implementing risk responses is contingency reserves, which are funds or time allocated for known risks that may affect the project objectives. Contingency reserves can help the project manager mitigate the impact of risks, as well as provide flexibility and options for the project. In this scenario, a risk was raised during the initiation of a project, that the supplier discontinued software support for one of the project's required inputs. The project manager planned a reserve budget to allow the project to continue in the event of this occurrence. However, when the risk is realized, the project manager should not assume that the reserve budget is sufficient or appropriate to deal with the situation. The project manager should inform the sponsor that the risk has been realized and that a decision has to be made for the project to continue, using contingency reserves as a tool. This option can help the project manager communicate the status and impact of the risk, as well as seek the sponsor's guidance and approval for using the reserve budget or any other alternative actions. Asking the supplier to continue providing software support, telling the project team to stop work, or advising the supplier that the sponsor will pay for software support are not the best options, as they do not address the issue of risk response implementation, or may be unrealistic or ineffective to resolve the situation. References: PMBOK Guide, 7th edition, pages 263-264, 11.4 Implement Risk Responses.

**NEW QUESTION 117**

A project manager assigned team members to work in pairs on a large amount of technical reports. At times, the project manager noticed that important information was not shared properly among the team.

This has caused delivery delays and, ultimately, the failure to complete the project. What is the root cause of this issue?

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

**Answer:** D

**Explanation:**

According to the PMBOK Guide, the project manager is responsible for planning, managing, and monitoring communications among project stakeholders, ensuring that information needs are met, and addressing issues that may arise during project execution. One of the tools and techniques for managing communications is communication methods, which include interactive, push, and pull communication techniques. Interactive communication is the most effective way of ensuring a common understanding among stakeholders, as it involves multidirectional exchange of information in real time. Push communication is used to send or distribute information to specific recipients who need to receive it. Pull communication is used when the information is large or complex, and the recipients can access it at their own discretion. In this scenario, the project manager assigned team members to work in pairs on a large amount of technical reports, which required a high level of coordination and collaboration among the team. However, the project manager noticed that important information was not shared properly among the team, which caused delivery delays and the failure to complete the project. This indicates that the project manager applied incorrect communication techniques during implementation, such as using push or pull communication when interactive communication was needed. This is the root cause of the issue, as

it resulted in poor communication, misunderstanding, and lack of alignment among the team members. Lack of team member training on documentation planning, team cohesiveness loss, or improper assignment of tasks are not the root causes of the issue, as they do not directly explain why the information was not shared properly among the team. References: PMBOK Guide, 7th edition, pages 209-210, 10.1 Plan Communications Management; pages 211-212, 10.3 Monitor Communications.

#### NEW QUESTION 121

During the last iteration of a hybrid project, one of the key members of the team wants to leave the project. What should the project manager do to address this concern?

- A. Keep activities as planned regardless of the resource change.
- B. Update the burndown chart to reflect this resource's absence.
- C. Have a meeting with the resource to understand the issue.
- D. Request an additional resource to finish the project.

**Answer: C**

#### Explanation:

This answer is based on the principle of stakeholder engagement, which involves identifying and addressing the needs, expectations, and concerns of the project stakeholders, including the project team members. By having a meeting with the resource who wants to leave the project, the project manager can try to understand the reason behind this decision, and explore the possible options to retain the resource or mitigate the impact of the resource change. This will also help to maintain a good relationship with the resource and avoid any negative consequences for the project performance or morale. References: (Project Management Professional (PMP) Reference Materials source and documents)

? A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition, Chapter 13: Engaging Stakeholders, Section 13.2: Planning Stakeholder Engagement, page 305.

? The Standard for Project Management, Part 2: Value Delivery System, Section 2.1 : Project Initiation, page 39.

#### NEW QUESTION 124

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

Which benefits realization metric should the project manager use?

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

**Answer: D**

#### Explanation:

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

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

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

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

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

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

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

? PMBOK® Guide, 6th edition, pages 33-34, 333-334, 440-441

? Return on Investment (ROI) - Project Management Knowledge

? Return on Investment (ROI) - Project Management Institute

? Benefits Realization Management: A Practice Guide | PMI

? Benefits Realization Management - ProjectEngineer

#### NEW QUESTION 127

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

- A. Hire an external consultant to monitor the execution of the new procedures.



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

**Answer:** D

**Explanation:**

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

**NEW QUESTION 131**

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

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

**Answer:** D

**Explanation:**

According to the PMBOK Guide, a project manager should always comply with the applicable laws, regulations, and policies that affect the project. The project manager should also use various tools and techniques to optimize the project schedule, such as fast tracking, crashing, or agile methods. By doing this, the project manager can ensure that the project meets the quality standards and customer expectations, while also delivering the product as soon as possible. References: ? : A Guide to the Project Management Body of Knowledge (PMBOK Guide), Seventh Edition, page 17  
? : A Guide to the Project Management Body of Knowledge (PMBOK Guide), Seventh Edition, page 51  
? : A Guide to the Project Management Body of Knowledge (PMBOK Guide), Seventh Edition, page 53

**NEW QUESTION 133**

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

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

**Answer:** A

**Explanation:**

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

**NEW QUESTION 134**

A project manager learns that the performance of a high-performing project team member is deteriorating. This team member is a key member of the project. Which action should the project manager take to motivate and enhance the project team member's performance?

- A. Discuss the issue with the team member and work on an agreed option.
- B. Assign the project team member to more challenging tasks.
- C. Mentor the project team member by providing step-by-step guidance.
- D. Recognize the project team member in a leadership forum.

**Answer:** A

**Explanation:**

= The project manager should discuss the issue with the team member and work on an agreed option, because this is the best way to understand the root cause of the performance deterioration and to find a suitable solution that meets the needs and expectations of both parties. The project manager should use active listening, empathy, and feedback skills to communicate with the team member and to show respect and support. The project manager should also involve the team member in the decision-making process and seek their input and agreement on the action plan. This will help to motivate and enhance the team member's performance by restoring their confidence, trust, and commitment. The other options are not the best choices, because they do not address the issue directly or collaboratively. Assigning the project team member to more challenging tasks (B) may increase their stress and frustration, and worsen their performance. Mentoring the project team member by providing step-by-step guidance © may be helpful in some cases, but it may also undermine their autonomy and creativity, and make them feel micromanaged. Recognizing the project team member in a leadership forum (D) may boost their morale and recognition, but it may not solve the underlying problem or improve their performance. References: = Project Management Professional (PMP) Exam Content Outline, A Guide to the Project Management Body of Knowledge (PMBOK Guide), Sixth Edition, How To Motivate Your Team For Better Performance In Your Project, Top 10 Project Team Motivation Techniques For Better Performance



#### NEW QUESTION 139

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

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

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

**Answer: A**

#### Explanation:

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

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

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

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

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

#### NEW QUESTION 143

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

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

**Answer: C**

#### NEW QUESTION 146

A project team is working to deliver a solution to manage nationwide crisis relief operations.

The project team is spending most of its time in meetings with end users. The meetings have been slowing down project progress. What should the project manager do to keep the deployment on track while obtaining stakeholder approval?

- A. Put all of the requirements, priorities, and progress on a visible board, share it with all entities, and decrease the number of meetings.
- B. Ask the project sponsor to attend the meetings on behalf of the team while the team is working on the development.
- C. Inform the stakeholders that a daily meeting will take place at a specific time and ask them to share their feedback during this time.
- D. Stop attending meetings, start development with what was collected so far, and define a date for the first delivery of the solution.

**Answer: A**

#### Explanation:

According to the PMBOK Guide 7th Edition, one of the principles of project management is to optimize stakeholder value. This means that the project manager should understand and balance the needs and expectations of the stakeholders, and deliver solutions that create value for them. To optimize stakeholder value, the project manager should put all of the requirements, priorities, and progress on a visible board, share it with all entities, and decrease the number of meetings. This will help to communicate the project information clearly and transparently, to align the stakeholder expectations and feedback, and to reduce the waste and inefficiency caused by excessive meetings. Asking the project sponsor to attend the meetings, informing the stakeholders about a daily meeting, or stopping attending meetings are not the best actions, as they do not address the root cause of the problem, which is the lack of effective and efficient communication and collaboration among the project team and the end users. References: PMBOK Guide 7th Edition, page 12-13.

#### NEW QUESTION 147

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

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

**Answer: C**

#### Explanation:

The terms and conditions of the contract are the legal agreement between the project team and the customer that defines the scope, quality, schedule, and cost of the project deliverables. The contract also specifies the roles and responsibilities of each party, the acceptance criteria, the payment terms, and the dispute

resolution process<sup>1</sup>. The project manager should review the terms and conditions of the contract to determine if the maintenance manual was part of the agreed deliverables, and if so, why it was not delivered. The project manager should also communicate with the customer to understand their expectations and needs, and to resolve the issue in a satisfactory manner.

Option A is not the best answer because reviewing the stakeholder engagement plan may not help the project manager address the customer's complaint. The stakeholder engagement plan is a document that identifies the project stakeholders, their interests, expectations, and influence, and the strategies to engage them throughout the project life cycle<sup>2</sup>. While the stakeholder engagement plan may provide some insights into the customer's preferences and communication methods, it does not specify the contractual obligations of the project team.

Option B is not the best answer because adding the needed manual and updating the risk log may not be the appropriate actions to take before reviewing the contract. The risk log is a document that records the identified risks, their causes, impacts, probabilities, responses, and status<sup>3</sup>. While the omission of the maintenance manual may be considered a risk that could affect the customer satisfaction and the project reputation, the project manager should first verify if the manual was part of the contract, and if so, what caused the error and how to correct it.

Option D is not the best answer because submitting a change request to include the manual may not be necessary or feasible before reviewing the contract. A change request is a formal proposal to modify any aspect of the project, such as the scope, quality, schedule, or cost<sup>4</sup>. A change request may require approval from the customer, the project sponsor, or other stakeholders, depending on the change control process. The project manager should first review the contract to determine if the manual was already included in the original scope, and if not, if the customer is willing to pay for the additional work and time required to produce the manual. References:

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

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

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

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

### NEW QUESTION 152

A project manager was recently assigned to a banking IT project. The project team has been developing products using a predictive approach for more than 10 years, but management wants the team to change to an agile approach. The project manager met with the team to introduce the agile approach. Most of the team members complained about changing approaches because the performance of this team has always been above average among the IT teams in the bank. Which two actions should the project manager take? (Choose 2)

- A. Interview the most resistant team members to persuade them to try to accept an agile approach.
- B. Meet with management to explain the team's resistance to the agile approach and request that they formally ask the team to implement agile.
- C. Ask the team to identify the product backlog and create a kanban board for the team to manage and follow the approach.
- D. Brainstorm with the team to understand the specifics of the team's project and to identify possible alternative approaches for the team.
- E. Conduct training sessions with the team so that the team can understand what the agile approach and mindset are.

**Answer:** DE

#### Explanation:

= According to the PMBOK Guide, 7th edition, the project manager should select the appropriate delivery approach for the project based on the project characteristics, stakeholder needs, and organizational context<sup>1</sup>. The project manager should also facilitate the team's transition to the chosen delivery approach by providing guidance, coaching, and support<sup>2</sup>. Therefore, the project manager should brainstorm with the team to understand the specifics of the team's project and to identify possible alternative approaches for the team (option D). This can help the project manager to tailor the agile approach to the project's needs and constraints, and to address the team's concerns and expectations. The project manager should also conduct training sessions with the team so that the team can understand what the agile approach and mindset are (option E). This can help the team to learn the principles, values, and practices of agile, and to develop the skills and competencies required for agile delivery<sup>3</sup>. Interviewing the most resistant team members to persuade them to try to accept an agile approach (option A) may not be effective, as it may create more resistance and resentment among the team members. The project manager should instead involve the whole team in the decision-making process and seek their feedback and input. Meeting with management to explain the team's resistance to the agile approach and request that they formally ask the team to implement agile (option B) may not be helpful, as it may undermine the team's autonomy and motivation. The project manager should instead communicate with management the benefits and challenges of the agile approach, and seek their support and sponsorship. Asking the team to identify the product backlog and create a kanban board for the team to manage and follow the approach (option C) may not be appropriate, as it may be too premature and prescriptive. The project manager should first ensure that the team understands the rationale and the basics of the agile approach, and then collaboratively define the project scope and the workflow with the team. References: 1: PMBOK Guide, 7th edition, page 37 2: PMBOK Guide, 7th edition, page 38 3: PMBOK Guide, 7th edition, page 39 : PMBOK Guide, 7th edition, page 40

### NEW QUESTION 156

A customer asks the project manager about opportunities to create business value. What should the project manager do first in order to provide the customer with an appropriate response?

- A. Examine the business value throughout the project.
- B. Ask the team to organize a spike to identify more value.
- C. Meet with the sponsor to review the business case.
- D. Meet with the product owner to review the backlog.

**Answer:** C

#### Explanation:

According to the PMBOK® Guide, the business case is a document that describes the business need and the justification for the project<sup>1</sup>. It also provides information on the expected benefits, costs, risks, and alignment with the organizational strategy<sup>2</sup>. The business case is usually prepared by the sponsor or the initiator of the project, and it is the basis for the project charter<sup>3</sup>. The project manager should meet with the sponsor to review the business case and understand the business value of the project. This would help the project manager to provide the customer with an appropriate response that aligns with the project objectives and the organizational goals. The project manager should not examine the business value throughout the project, ask the team to organize a spike, or meet with the product owner to review the backlog before reviewing the business case. These actions may be useful later in the project, but they are not the first step to understand the business value of the project. References: 1: PMBOK® Guide, 6th edition, p. 30 2: PMBOK® Guide, 6th edition, p. 31 3: PMBOK® Guide, 6th edition, p. 75

### NEW QUESTION 158

A senior employee with experience relevant to a highly complex project is seeking a promotion to be able to join the project. The employee has made a recommendation regarding the project. The project charter was recently approved. How should the project manager address the employee's request?

- A. Assess the influence and power of the employee to see if the employee will add value.
- B. Evaluate the employee's recommendation by reviewing the lessons learned from a similar project.

- C. Create a salience model to determine if the employee will have influence on the project.
- D. Ask the project sponsor to revisit the project charter to consider the employee's recommendation.

**Answer: B**

**Explanation:**

According to the PMBOK Guide, a salience model is a stakeholder classification model that uses three attributes to categorize stakeholders: power, legitimacy, and urgency<sup>1</sup>. Power is the degree of influence or authority that a stakeholder has over the project or its outcomes. Legitimacy is the degree of involvement or interest that a stakeholder has in the project or its deliverables. Urgency is the degree of need or demand that a stakeholder has for the project or its results. The salience model helps the project manager to identify and prioritize the stakeholders based on their relative importance and impact on the project<sup>2</sup>.

In this scenario, a senior employee with experience relevant to a highly complex project is seeking a promotion to be able to join the project. The employee has made a recommendation regarding the project, which implies that the employee has some legitimacy and interest in the project. However, the project charter was recently approved, which means that the project scope, objectives, and key stakeholders have been defined and authorized. The project manager should create a salience model to determine if the employee will have influence on the project, which depends on the employee's power and urgency. The project manager should assess the employee's power by considering the employee's position, role, relationship, and expertise in the organization and the project. The project manager should also assess the employee's urgency by considering the employee's needs, expectations, and deadlines for the project. The project manager should then compare the employee's salience with the other stakeholders and decide whether the employee should be included in the project or not.

The project manager should not assess the influence and power of the employee to see if the employee will add value, as this is only one aspect of the salience model. The project manager should also consider the employee's legitimacy and urgency, as well as the other stakeholders' salience. The project manager should not evaluate the employee's recommendation by reviewing the lessons learned from a similar project, as this is not relevant to the employee's request.

The project manager should focus on the employee's salience, not the employee's suggestion. The project manager should not ask the project sponsor to revisit the project charter to consider the employee's recommendation, as this may cause unnecessary changes and delays in the project initiation. The project manager should first determine the employee's salience and then communicate with the project sponsor and the other stakeholders about the employee's request.

References: 1: Salience Model - BrainBOK 2: Salience Model to Analyze Project Stakeholders - PM Study Circle

**NEW QUESTION 159**

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

What should the new project manager do?

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

**Answer: A**

**Explanation:**

According to the PMBOK Guide, 6th edition, an agile innovation project is a project that uses an agile approach to deliver innovative products, services, or results that meet the changing needs and expectations of the customers and stakeholders. An agile approach is a way of managing a project that delivers value in short iterations, encourages collaboration and feedback, and embraces change and uncertainty. A predictive approach is a way of managing a project that follows a detailed plan, defines the scope and requirements upfront, and minimizes changes and risks. In this question, the new project manager is assigned to an ongoing agile innovation project that started 2 weeks ago. The new project manager discovered that the previous project manager was planning to use a predictive approach, which is not suitable for an agile innovation project. The previous project manager also planned to present the first major deliverable to the client when the project was completely finished in 8 months, which is not consistent with the agile principle of delivering value early and often. The question asks what the new project manager should do in this situation.

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

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

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

**NEW QUESTION 162**

A company has always acquired very specialized services from local companies for its projects. During the planning stage for a regulatory project, the project manager is informed that local vendors would not be able to operate due to an unexpected major event. There is an option to hire the same services from companies in other countries.

What should the project manager do in this situation?

- A. Ask the project sponsor to put the project on hold.



- B. Plan to execute the procurement tasks in a virtual environment.
- C. Create a change request to extend the duration of the project.
- D. Review organizational process assets (OPAs) for similar projects.

**Answer:** B

**Explanation:**

According to the PMBOK Guide, 6th edition, procurement management is the process of purchasing or acquiring the products, services, or results needed from outside the project team to perform the work. Procurement management can be done in a virtual environment, where the project manager and the vendors communicate and collaborate using online tools and platforms. This can help the project manager to overcome the challenges posed by the unexpected major event that prevents the local

vendors from operating. Planning to execute the procurement tasks in a virtual environment can also help the project manager to maintain the project schedule, scope, and quality, as well as to manage the risks and stakeholder expectations. References: PMBOK Guide, 6th edition, Chapter 12: Project Procurement Management<sup>1</sup>; PMI, 2023, PMP Exam Content Outline<sup>2</sup>, Domain II: Process, Task 8: Plan and manage procurement activities.

1: PMBOK Guide, 6th edition 2: [PMP Exam Content Outline]

**NEW QUESTION 167**

A few stakeholders missed the session that was conducted to validate project alignment with organizational strategy and expected business value. For this reason, their inputs were not collected. This is the root cause of some conflicts in the decision-making process. What should the project manager do first to resolve this situation?

- A. Reschedule the session.
- B. Recognize and understand the conflict.
- C. List alternative courses of action.
- D. Apply risk assessment techniques.

**Answer:** B

**Explanation:**

According to the PMP reference materials, conflict is a natural and inevitable occurrence in any project, and it can have both positive and negative effects on the project performance and outcomes<sup>12</sup>. Therefore, the project manager should be able to identify, analyze, and manage conflict effectively, using various conflict resolution techniques and skills<sup>12</sup>. According to the best practices for conflict resolution, the first step in resolving any conflict is to recognize and understand the conflict, its sources, types, and impacts<sup>34</sup>. This step involves listening to the different perspectives of the parties involved, acknowledging their feelings and emotions, and clarifying the facts and assumptions<sup>34</sup>. This step helps the project manager to gain a deeper insight into the nature and scope of the conflict, and to identify the underlying needs and interests of the stakeholders<sup>34</sup>. The other options are not the best actions to take as the first step to resolve this situation, as they either skip or delay the recognition and understanding of the conflict, or they are not relevant or feasible for the scenario. Rescheduling the session (A) may not be possible or effective, as it may not address the root cause of the conflict, or it may aggravate the situation by creating more delays and dissatisfaction. Listing alternative courses of action © may be a useful step later in the conflict resolution process, but it requires a prior understanding of the conflict and its implications. Applying risk assessment techniques (D) may not be appropriate or necessary, as the conflict may not be a risk, but a reality, and it may not be resolved by applying risk management tools or methods. References: 1: Manage Project Team - Project Management Institute 2: Conflict Management - Project Management Knowledge 3: Conflict Resolution Tips and Conflict Resolution Techniques for the PMP ...3 4: 5 Conflict Resolution Techniques in Project Management - PM Study Circle<sup>1</sup>

**NEW QUESTION 172**

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