Exam Questions PMP

Project Management Professional

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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 approach12. This approach emphasizes delivering working product frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale3. 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 organization4. This will help the project manager prioritize the product features, plan the iterations, and measure the progress and value of the project4. 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 ofrequirements (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
During the early phase of a project, the requirements documentation was not approved. It was identified that the leader of a user partywas not included in any of therequirements collection communications.
Which of the documents was likely missed or outdated?

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

Answer: A

Explanation:
 The stakeholder register is a document that identifies and analyzes the project stakeholders, their roles, interests, expectations, influence, and communication requirements1. It is an output of the identify stakeholders process, which is performed during the early phase of a project2. If the leader of a user party was not included in any of the requirements collection communications, it means that the stakeholder register was likely missed or outdated, and the stakeholder analysis was not performed properly. This could lead to unmet stakeholder needs, conflicts, delays, or rework3. References:
? 1: A Guide to the Project Management Body of Knowledge (PMBOK® Guide) –
Seventh Edition, Chapter 13, Section 13.1.3.1
? 2: A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition, Chapter 13, Section 13.1.1
? 3: A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition, Chapter 13, Section 13.1.2

NEW QUESTION 4
A project is behind schedule because of a delayed equipment installation. This is affecting many other activities. The manager responsible for the equipment delivery notified
the project manager that there is a capacity issue for the team doing the installation. What should the project manager have done to prevent this situation from happening?

A. Conducted periodic reviews with the manager on resource availability.
B. Defined the skill requirements more clearly in the scope statement.

C. Consulted with the installation team on a regular basis to check for conflicts.
D. Asked the manager to follow the agreed-upon resource management plan.

Answer: D

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

NEW QUESTION 5
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 6
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 project12. 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 7
An agile project team received an assignment to develop an industrial system that interfaces with robots. The project team does not have any previous experience performing this type of work. Team members are interested in acquiring such expertise but it may result in a project delay.
How should this situation be handled?

A. Add an experienced professional to the team to reinforce knowledge sharing and help grow team expertise in the new product.
B. Create a separate team with experienced members who understand the technology and split the product backlog according to team specialization.
C. Use a robotics vendor company to develop the interfaces so the team will not be held back by a lack of expertise in this type of work.

D. Hire a consulting company to address the robotic interface questions, when necessary, and to help avoid delays and quality issues.

Answer: A

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

NEW QUESTION 8
A project is being planned to deliver a proof of concept to evaluate technology compatibilities. The business and project stakeholders are having difficulty agreeing on what should be included in the final
product.
What should the project manager do?

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

Answer: A

Explanation:
The project charter is a document that formally authorizes the project and defines its high-level scope, objectives, assumptions, constraints, and stakeholders1. The project charter is usually created by the project sponsor or initiator, but it should also involve the input and agreement of all the key stakeholders, including the business and project stakeholders, as well as the technology suppliers2. By including all stakeholders in the creation of the project charter, the project manager can ensure that their expectations, requirements, and interests are aligned and clarified, and that they have a common understanding of what the project aims to deliver3. This can help avoid or reduce conflicts, ambiguities, or changes in the project scope later on. References: 1: PMBOK Guide, 6th edition, p. 77 2: PMBOK Guide, 6th edition, p. 80 3: PMBOK Guide, 6th edition, p. 30 : PMBOK Guide, 6th edition, p. 134

NEW QUESTION 9
A product is undergoing its last iterative increment, and the project team is ready to make the final deployment. The company's financial manager is asking the project teamto complete the deployment andclose the project as soon as possible so it can be capitalized.
What should the project manager do?

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

Answer: C

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

NEW QUESTION 10
The project management office (PMO) assigns a project manager who specializes in hybrid approaches to apredictive project that is offtrack from both the cost and schedule perspectives. The project runs into further delays as the project manager is ramping up on theproject. The stakeholders are unhappy and ask senior management to replace the project manager.
How should the project manager approach this situation?

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

Answer: A

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

NEW QUESTION 10

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

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

Answer: A

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

NEW QUESTION 12
A project delivers every 2 weeks. The customer raises a complaint because they do not perceive business value in the products delivered even though deliveries have been completed in a timely manner.
Which activity should the project manager undertake?

A. Change the delivery project approach.
B. Perform a cost-benefit analysis.
C. Review the risk analysis.
D. Review the definition for the minimum viable product (MVP).

Answer: D

Explanation:
 = The minimum viable product (MVP) is a version of a product that has just enough features to satisfy early customers and provide feedback for future development. If the customer does not perceive business value in the products delivered, the project manager should review the definition of the MVP to ensure that it aligns with the customer's expectations and needs. Changing the delivery project approach, performing a cost-benefit analysis, or reviewing the risk analysis are not likely to address the root cause of the customer's dissatisfaction. References: PMI Study Hall, [PMBOK Guide] PMBOK Guide, 6th edition, page 176 : https://www.pmi.org/pmbok-guide- standards/foundational/pmbok

NEW QUESTION 15
A company is initiating a project to enhance one of its existing products. All of its products are developed internally.
What should the project manager do?

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

Answer: D

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

NEW QUESTION 18
A project team is conducting sprint planning. Based on the estimated effort, only 95% of the items included in the sprint may be delivered. The product owner asks theproject manager for advice on how to prioritize the backlog items.
What should be used to prioritize the backlog items?

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

Answer: D

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

Agile Practice Guide, pages 9, 10, 35, 36, 37.

NEW QUESTION 19
According to this burnup chart for the last 7-day sprint, what should the project lead address with the product owner and team?

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

Answer: C

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

NEW QUESTION 24
A project has been running successfully for 2 months. At a regular project meeting, the team raises several potential obstacles to future progress. The obstacles include vendor delivery performance, technical performance of a subsystem, and conflict with another division of the organization.
What should the project manager do next?

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

Answer: D

Explanation:
The comprehensive and detailed explanation is as follows:
The project manager should work with the team and others in the network to assess and prioritize the obstacles, because this is part of the monitor and control project work process, which involves tracking, reviewing, and reporting the progress and performance of the project, and identifying and initiating change requests as necessary. The project manager should also use the perform integrated change control process to review and approve change requests, and update the project documents and plans accordingly.
The other options are not correct because:
? A. Determine a change response to identify and resolve the obstacles to move the project forward. This is not the next step, because the project manager should first assess and prioritize the obstacles before determining a change response. Moreover, the change response should be approved by the change control board before implementation.
? B. Escalate the obstacles to the project sponsor for assistance with resolution.
This is not the best option, because the project manager should try to resolve the obstacles within the project team and network first, before escalating them to the project sponsor or other senior management. Escalating the obstacles too soon may indicate a lack of leadership and problem-solving skills on the part of the project manager.
? C. Engage with the external stakeholders and the other division of the organization to resolve the issues. This is not the next step, because the project manager should first assess and prioritize the obstacles with the project team and network, and then determine the appropriate communication and stakeholder engagement strategies to resolve the issues. Engaging with the external stakeholders and the other division of the organization without a clear plan may lead to confusion and conflict.
The references are:
1: PMP Examination Content Outline - June 2019 - Project Management Institute 2: 180 PMP Practice Questions (2021 Edition) - Academia.edu : A Guide to the ProjectManagement Body of Knowledge (PMBOK® Guide) – Sixth Edition, Chapter 4: Project Integration Management : A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Sixth Edition, Chapter 3: The Role of the Project Manager : A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Sixth Edition, Chapter 13: Project Stakeholder Management

NEW QUESTION 27
A project manager is working on a major construction project. Part of the agreed-upon plan was to use a cloud-based system with a server that runs on high-speed internet service since most of the team members work virtually. The company needs to reduce operating costs as much as possible and management insists that the project will now use a system running on a conventional dial-up service. What should the project manager do next?

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

Answer: D

Explanation:

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

NEW QUESTION 30
At a project status meeting, different activities were agreed upon for the following weeks. At the end of the first week, the project team realizes that the activities were executed in the wrong way because each team member had a different understanding. These misunderstandings have caused a delay in the project.
Which of the following actions should the project manager take to avoid this situation in the future?

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

Answer: D

Explanation:

this question is related to the Project Management Professional (PMP) certification exam, which is a credential that validates the knowledge and skills of project managers. The PMP exam is based on the PMBOK Guide, 7th edition, which is a standard that provides a framework and best practices for managing projects. The question describes a situation where at a project status meeting, different activities were agreed upon for the following weeks. At the end of the first week, the project team realizes that the activities were executed in the wrong way because each team member had a different understanding. These misunderstandings have caused a delay in the project. The question asks which of the following actions should the project manager take to avoid this situation in the future.
Based on this information, the best answer is option D, which is to document the agreement in the meeting minutes. This is because documenting the agreement in the meeting minutes is a communication management practice that can help the project manager to ensure that the project team has a clear and consistent understanding of the project activities and expectations. Meeting minutes are documents that record the key information and decisions from a meeting, such as the date, time, location, attendees, agenda, action items, and follow-up actions. Documenting the agreement in the meeting minutes can help the project manager to communicate and confirm the project activities and expectations with the project team, as well as to monitor and control the project progress and performance. Documenting the agreement in the meeting minutes can help the project manager to avoid the situation of executing the activities in the wrong way, as well as to prevent or reduce the project delays.
Option A, which is to conduct reviews prior to performing activities, is not a good answer. This is because conducting reviews prior to performing activities may not be relevant or effective to avoid the situation in the future. Reviews are processes that involve examining and evaluating the project work or deliverables to ensure that they meet the quality standards and requirements. Reviews may include techniques such as inspections, audits, walkthroughs, or peer reviews. Conducting reviews prior to performing activities can help the project manager to identify and correct any errors or defects in the project work or deliverables, as well as to improve the quality and value of the project. However, conducting reviews prior to performing activities may not help the project manager to avoid the situation of executing the activities in the wrong way, as it may not address the issue of unclear or inconsistent understanding of the project activities and expectations among the project team.
Option B, which is to use a common communication terminology, is not a good answer. This is because using a common communication terminology may not be enough or sufficient to avoid the situation in the future. Communication terminology is a set ofwords or phrases that are used to convey information or messages in a specific context or domain. Communication terminology may include acronyms, abbreviations, jargon, or slang. Using a common communication terminology can help the project manager to facilitate clear and consistent communication and understanding among the project team and other stakeholders, as well as to avoid or reduce any confusion or ambiguity. However, using a common communication terminology may not help the project manager to avoid the situation of executing the activities in the wrong way, as it may not ensure that the project team has a complete and accurate understanding of the project activities and expectations. Option C, which is to monitor the team's performance metrics, is not a good answer. This is because monitoring the team's performance metrics may not be relevant or effective to avoid the situation in the future. Performance metrics are measures that indicate the progress and performance of the project team or the project work. Performance metrics may include indicators such as schedule variance, cost variance, quality metrics, customer satisfaction, or team engagement. Monitoring the team's performance metrics can help the project manager to track and evaluate the project team's performance and productivity, as well as to identify and address any issues or risks that may affect the project outcomes. However, monitoring the team's performance metrics may not help the project manager to avoid the situation of executing the activities in the wrong way, as it may not prevent or resolve the issue of unclear or inconsistent understanding of the project activities and expectations among the project team. References: PMBOK Guide, 7th edition; PMP Exam Content Outline; PMP Sample Test Questions.

NEW QUESTION 35
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 38
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 39
Team members of a new scrum team are skilled and excited about the project, despite never having worked together before. The project leader requested an offsite team building activity to talk about the project and get familiar with each other, but the activity was not approved by the sponsor who is trying to save money. The project leader believes it is important to hold a team building activity to bring the team together.
What should the project leader do?

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

Answer: B

Explanation:
According to the PMBOK Guide 7th Edition, one of the principles of project management is to create a collaborative project team culture. This means that the project manager should foster a positive and supportive team environment, where team members can communicate openly, trust each other, and share their ideas and concerns. To create a collaborative project team culture, the project manager should organize team building activities that help the team members to get to know each other, to develop their
interpersonal skills, and to enhance their team performance. If the sponsor does not approve an offsite team building activity due to budget constraints, the project manager should use the office facilities and support to organize an interactive event for the team members in-house. This will help to achieve the same objectives of the team building activity, without incurring additional costs or compromising the project scope, schedule, or quality. Explaining the financial constraint and asking each team member to pay their own share, telling the team that the event will be handled at the end of the project, or bypassing the event are not the best actions, as they do not address the need to build trust and cohesion among the team members, and they may affect the team morale and motivation. References: PMBOK Guide 7th Edition, page 11-12.

NEW QUESTION 42
Stakeholders in some industries prefer to deal with programmers and system analysts directly, bypassing project managers. This complicates managing resources on projects.
How should a project manager solve this issue?

A. Promote adoption of the communications management plan with the project team.
B. Request a meeting with senior management to escalate the situation.
C. Host a team-building event to develop team cohesion and improve communication.
D. Propose implementing a new project management information system (PMIS).

Answer: A

Explanation:
According to the PMBOK Guide, the communications management plan is a component of the project management plan that describes how project communications will be planned, structured, monitored, and controlled. The communications management plan should include the stakeholder communication requirements, the information to be communicated, the communication methods and technologies, the frequency and timing of communication, the roles and responsibilities of the communication participants, and the escalation process for resolving issues. The communications management plan should also align with the stakeholder engagement plan, which describes the strategies and actions to increase the support and minimize the resistance of the stakeholders throughout the project life cycle. By promoting the adoption of the communications management plan with the project team, the project manager can ensure that the project communications are consistent, clear, and effective, and that the stakeholders are kept informed and engaged. This can also help to prevent or resolve any conflicts or misunderstandings that may arise from the direct interaction between the stakeholders and the programmers or system analysts. Promoting the adoption of the communications management plan with the project team (option A) is the best solution to the issue, as it demonstrates proactive and collaborative project communication and stakeholder management. Requesting a meeting with senior management to escalate the situation (option B) may not be necessary or appropriate, as it may imply that the project manager is unable to handle the issue and may damage the trust and relationship with the stakeholders. Hosting a team-building event to develop team cohesion and improve communication (option C) may also be ineffective or irrelevant, as it does not address the root cause of the issue or provide a clear guidance on how to communicate with the stakeholders. Proposing implementing a new project management information system (PMIS) (option D) may also be unrealistic or costly, as it may require additional resources and time to acquire and deploy the new system, and may not guarantee the improvement of the project communication or stakeholder engagement. References: : Project Management Institute. (2017). A Guide to the Project Management Body of Knowledge (PMBOK Guide) (6th ed.). Newtown Square, PA: Author1

NEW QUESTION 43
In the daily check-in meeting, a team member informs the project team that the licenses for one of the components that will be used will expire in a couple of months. The licensing cost is significant.
What should the project manager do next?

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

Answer: B

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

NEW QUESTION 45
A project manager held a meeting and framed the project schedule. A critical stakeholder, who was not consulted at the time of thescedule discussion, complained that the published dates are not agreeable due to a prescheduled task for another assignment.
What should the project manager do first?

A. Reach out to the project sponsor and request additional resources.
B. Analyze the root cause of the issue and update the communications management plan.
C. Organize a new schedule framing meeting with the critical stakeholder to obtain input.
D. Discuss with the project sponsor and create a new project schedule.

Answer: C

Explanation:
 According to the PMBOK Guide, a project manager should engage stakeholders throughout the project life cycle and ensure their expectations and needs are considered and addressed. A critical stakeholder who was not consulted at the time of the schedule discussion may have valuable information, insights, or constraints that could affect the project schedule. The project manager should organize a new schedule framing meeting with the critical stakeholder to obtain input, clarify requirements, resolve conflicts, and reach agreement on the project schedule. This can help avoid rework, delays, and dissatisfaction in the future. Reaching out to the project sponsor, analyzing the root cause, or creating a new project schedule are not the best options, as they do not involve the critical stakeholder and may not address the underlying issue. References: PMBOK Guide, 7th edition, page 32-33, 36-37, 40-41.

NEW QUESTION 46
An intern is replacing a critical resource midway through a sprint. To help the intern get up to speed, the project manager assigns a senior engineer in the team as the intern's mentor. Two months later, the project goes into critical status, delaying the release milestone by a month.
What should the project manager have done to avoid this scenario?

A. Requested an experienced resource as a replacement
B. Convinced the critical resource to remain on the project
C. Allocated additional time for mentoring
D. Negotiated additional time to complete the project

Answer: C

Explanation:
 According to the PMBOK Guide, 7th edition, one of the key principles for project delivery is to "enable team members and stakeholders to align their efforts and work as a team" (p. 13). Thisprinciple implies that the project manager should support the team members in developing their skills, knowledge, and capabilities, and provide them with the necessary resources, tools, and guidance. The project manager should have allocated additional time for mentoring the intern, as this would have helped the intern to learn from the senior engineer, gain confidence, and contribute effectively to the project. Requesting an experienced resource, convincing the critical resource, or negotiating additional time are not effective ways to handle the situation, as they do not address the root cause of the problem, which is the lack of adequate training and support for the intern. References: PMBOK Guide, 7th edition, p. 13; PMP Exam Content Outline, Domain II: Process, Task 6.

NEW QUESTION 50
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, theteam 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, ratherthan 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 54
A project manager is part of a cross-functional agile team. Throughout the project, it has become obvious that team members from different functional units have different perspectives of what the outcomeshould be.
What should the project manager do to resolve this?

A. Schedule a meeting with the stakeholders to determine a consensus regarding the outcome.
B. Invite the project sponsor to the sprint review to provide clarity on the sprint outcome.
C. Ask the product owner to address the concerns about the project outcome during the sprint retrospective.Check to ensure the project outcome aligns with the project charter and statement of work (SOW).

Answer: A

Explanation:
 The project manager should check to ensure the project outcome aligns with the project charter and statement of work (SOW). This will help to clarify the project scope, objectives, and deliverables, and to resolve any discrepancies or conflicts among the team members from different functional units. Option A is not the best answer becausescheduling a meeting with the stakeholders to determine a consensus regarding the outcome may not be feasible or effective in an agile environment, where the outcome is expected to evolve and adapt to changing customer needs. Option B is not the best answer because inviting the project sponsor to the sprint review to provide clarity on the sprint outcome may not address the underlying issue of the different perspectives among the team members. Option C is not the best answer because asking the product owner to address the concerns about the project outcome during the sprint retrospective may not be appropriate, as the sprint retrospective is mainly focused on improving the team's processes and performance, not the product outcome. References: PMP Exam Set D – Q63 | Premium PMP Exam Questions
However, I cannot guarantee that this answer is 100% verified or accurate, as it is based on a third-party source and not the official PMI reference materials. Therefore, I suggest you to consult the official PMI website2 or other reliable sources for more information and confirmation. I hope this helps.

NEW QUESTION 59
A highly skilled team resource received a job offer and is leaving the project soon. What should the project manager do to maintain project performancewhile a new team member is being onboarded?

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

Answer: A

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

NEW QUESTION 64
Product implementation portions of a project are nearing completion. The project manager schedules a series of meetings to meet with the marketing management team. During the meeting, the marketing
manager tells the project manager that some key members of the department will not be available to work on the implementation for the next 3 months.
What should the project manager do?

A. Cancel the meeting series until the marketing team provides a solution.
B. Consult the project team and discuss the key team members' availability.
C. Shift those key members and assign them to another project.
D. Consult the resource management plan and escalate to the sponsor.

Answer: D

Explanation:
 The resource management plan is a component of the project management plan that describes how the project resources are acquired, allocated, monitored, and controlled. It also defines the roles and responsibilities of the project team members and the reporting structure. The resource management plan is an important input for managing project resources and resolving resource conflicts. If the project manager faces a situation where some key resources are not available for the project, he or she should consult the resource management plan and escalate the issue to the sponsor or other appropriate stakeholders. The sponsor can help the project manager negotiate with the functional managers or other resource providers to secure the required resources for the project. The sponsor can also authorize changes to the project scope,schedule, or budget to accommodate the resource constraints. The other options are not appropriate because they do not address the root cause of the problem and may lead to further delays or risks for the project. References: PMBOK Guide, 7th edition, section 9.1.3.1, page 309; PMI, PMP Exam Content Outline, 2021, Domain II: Process, Task 5.

NEW QUESTION 67
A project manager has been assigned to a new project. There is one team member who never says anything during meetings. After meetings, however, the team member
sends detailed emails with very good suggestions that help with project execution. How should the project manager guide the team members?

A. Motivate the team members to speak freely in the meeting.
B. Arrange a team-building activity to involve all team members.
C. Remind the team members to follow the team charter.
D. Review the communications management plan with the team members.

Answer: D

Explanation:
 = According to the PMBOK Guide, 7th edition, the communications management plan is a component of the project management plan that describes how, when, and by whom information about the project will be shared, stored, and distributed1. It also defines the communication requirements and expectations of the project stakeholders, such as the level of detail, frequency, format, and confidentiality of the information2. Therefore, the project manager should review the communications management plan with the team members, to ensure that they are aware of and follow the agreed communication protocols and methods. This would help to address the issue of the team member who
never speaks during meetings, but sends emails afterwards, which may indicate a preference or a challenge for a different communication mode. The project manager should also encourage the team member to share their valuable suggestions during the meetings, as this would enhance the team collaboration and performance3. References:
? 1: PMBOK Guide, 7th edition, Chapter 4: Plan and Manage Communications, p.69
? 2: PMBOK Guide, 7th edition, Chapter 4: Plan and Manage Communications, p.70-71
? 3: PMBOK Guide, 7th edition, Chapter 2: Lead a Team, p. 29-30

NEW QUESTION 70
Ateam is not delivering the committed work. Cards are not moving on the kanban board, and the burndown chart shows that the sprint progress is slow.
What should the agile project manager do?

A. Change the work in progress (WIP) limit to reflect the team's capacity.
B. Discuss the performance with senior leadership.
C. Meet with the project team members who are slow in delivering tasks.
D. Consider the use of alternative performance metrics.

Answer: A

Explanation:
 According to the Agile Practice Guide, kanban is an agile framework that uses a visual board to display the flow of work and limit the amount of work in progress (WIP) at each stage of the process. The WIP limit is a key element of kanban, as it helps to optimize the throughput and efficiency of the team, and to identify and resolve any bottlenecks or impediments. The agile project manager should change the WIP limit to reflect the team's capacity, based on the data from the kanban board and the burndown chart. This will help the team to focus on completing the most important tasks, reduce multitasking and waste, and improve the quality and delivery of the work. Changing the WIP limit is also consistent with the agile principle of responding to change over following a plan, as it allows the team to adapt to the current situation and customer needs. References:
? Agile Practice Guide, Chapter 5: Implementing Agile: Creating an Agile Environment, pp. 77-97.
? PMBOK® Guide, Sixth Edition, Chapter 6: Project Schedule Management, pp. 215-264.
? PMP Exam Prep Coursebook, Chapter 6: Project Schedule Management, pp. 6-1 - 6-22.

NEW QUESTION 75
A project manager has received a new request to integrate more features to a product. The team is fully allocated, and there is no budget to acquire new resources.
What strategy should the project manager implement to deal with this situation?

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

Answer: D

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

NEW QUESTION 78
A project manager is leading an agile project in an organization that has not executed this type of project before. In order to ensure the project is following the compliance requirements, what should the project manager do?

A. Use the risk register to document all of the compliance vulnerabilities generated by the project so that all decisions are well documented and approved by stakeholders.
B. Meet with the project management office (PMO)/compliance entity to work on process tailoring to ensure that the agile deliverables support the compliance requirements of the organization.
C. Follow the organization's process and deliverables for predictive projects, even if they compromise the agility and performance of the project.
D. Coach upper management on agile practices, explaining that an agile project is concerned with value delivery, and negotiate a way out of the compliance requirements.

Answer: B

Explanation:
 = This answer is based on the concept of process tailoring, which is the act of determining the appropriate project management processes, tools, techniques, inputs, and outputs for a specific project. By meeting with the PMO/compliance entity, the project manager can ensure that the agile project is aligned with the organizational strategy, governance, and standards, and that the agile deliverables meet the compliance requirements of the organization. This will also help to establish a common understanding and agreement on the roles, responsibilities, expectations, and communication channels among the project stakeholders. References: (Project Management Professional (PMP) Reference Materials source and documents)
? A Guide to the Project Management Body of Knowledge (PMBOK® Guide) –
Seventh Edition, Chapter 2: The Project Environment, Section 2.3: Project Management Office, page 41.
? Agile Practice Guide, Chapter 3: Life Cycle Selection, Section 3.2: Implementing
Agile: Assessing the Current State of the Project, page 28.

NEW QUESTION 79
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 83
By the end of the first sprint, a project lead notices that one of the team members is not performing very well. Which form of communication should the project lead use to handle the situation?

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

Answer: D

Explanation:
According to the PMBOK Guide, 6th edition, page 368, communication can be classified into formal and informal, written and verbal, and vertical and horizontal, depending on the context, purpose, and audience of the message. Informal verbal communication, such as a conversation, is a type of communication that is spontaneous, casual, and flexible, and that can be used to exchange information, ideas, opinions, or feedback in a timely and direct manner. Informal verbal communication is suitable for handling a situation where a team member is not performing very well, as it can allow the project lead to express concern, empathy, and support, as well as to identify the root causes of the poor performance, and to explore possible solutions or improvements. Informal verbal communication can also help to maintain a positive and trusting relationship between the project lead and the team member, and to avoid any misunderstanding, resentment, or demotivation that may arise from more formal or written
communication. References:
? PMBOK Guide, 6th edition, page 368
? Free PMP Practice Exam Questions - 120 Sample Test Questions

NEW QUESTION 85
A project manager assigned team members to work in pairs on a large amount of technical reports. At times, the project manager noticed that important information was not shared properly among the team.
This has caused delivery delays and, ultimately, the failure to complete the project. What is the root cause of this issue?

A. Lack of team member training on documentation planning
B. 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 tasksare 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 88
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 91
A company just started managing a project using an agile approach. Due to this change, the general manager is worried about the scope definition processfor upcoming projects.
What should the project manager do to ensure the project scope is completely defined?

A. Ask for a budget increase to implement a double-check process to ensure every business need is included in the requirements.
B. Help sponsors and stakeholders craft the product vision, and bring the team and product owner together to clarify expectations.
C. Ask the general manager to review every requirement to ensure all projects will deliverthe requested products.
D. Meet with the general manager and convince them to return to using predictive approaches to avoid any risk.

Answer: B

Explanation:
 The project manager should help the sponsors and stakeholders create a clear and shared product vision that describes the purpose, features, and benefits of the product. The product vision guides the project scope and provides a common understanding of what the project aims to deliver. The project manager should also facilitate collaboration and communication between the team and the product owner, who is responsible fordefining and prioritizing the product requirements. The team and the product owner should work together to refine and validate the requirements throughout the project, using feedback loops and iterative delivery. This way, the project scope is continuously aligned with the customer needs and expectations, and any changes or uncertainties are managed effectively. References: (Project Management Professional (PMP) Reference Materials source and documents)
? A Guide to the Project Management Body of Knowledge (PMBOK® Guide) –Seventh Edition, Chapter 2: Value Delivery System, Section 2.3.1: Agile Principles and Values
? Agile Practice Guide, Chapter 3: Life Cycle Selection, Section 3.1: Introduction to Life Cycles
? [PMP Exam Content Outline], Domain II: Process, Task 2: Determine project scope.

NEW QUESTION 92
During the execution of a project, a key stakeholder complains to the project manager about recent communications. The key stakeholder explains that the relevant information from the project team was incomplete and late. As a result, the key stakeholder is beginning to disengage from the project.
What should the project manager do?

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

Answer: B

Explanation:
 e communications management plan is a component of the project management plan that describes how project communications will be planned, structured, implemented, and monitored for effectiveness1. It also defines the communication methods, formats, frequency, and stakeholders for each type of communication2. If the key stakeholder is not satisfied with the current communication practices, the project manager should update the communications management plan to align with the stakeholder's needs and preferences3. This will help to improve the stakeholder's engagement and satisfaction with the project. References:
? 1: A Guide to the Project Management Body of Knowledge (PMBOK® Guide) –Seventh Edition, Chapter 4, Section 4.1.3.3
? 2: A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition, Chapter 4, Section 4.2.3.1
? 3: A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition, Chapter 4, Section 4.3.3.2
? : A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition, Chapter 13, Section 13.3.3.2

NEW QUESTION 97
During a project status meeting with senior managers, the project manager gives an update about the status of a deliverable. Some of the
senior managers claim not to know about the deliverable. What should the project manager do next?

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

Answer: B

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

NEW QUESTION 101
During the implementation of a project, the project team discovered a new opportunity. After an internal review, the project team agreed that the opportunity is outside of theproject scope. The project manager decided to update the risk register and escalate the opportunity to a higher level.
What should the project manager do next with this opportunity?

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

Answer: D

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

NEW QUESTION 104
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 108
A project manager is assigned to a project related to taxes, which will be managed using an agile approach. By reviewing lessons learned from a previous project, the project manager discovers that a key stakeholder is an expert on taxes and is willing to help.
How should the project manager leverage this information?

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

Answer: B

Explanation:
According to the PMBOK Guide 7th Edition, the project manager should engage stakeholders throughout the project life cycle and leverage their expertise, insights, and influence to achieve project objectives. In an agile approach, the project manager should also foster collaboration and communication among the project team and the stakeholders, and encourage feedback and adaptation. In this case, the project manager should recognize the stakeholder's skills as an asset for the project and evaluate the possibility of the stakeholder supporting the project team, either as a subject matter expert, a customer representative, a mentor, or a sponsor12. References: PMBOK Guide 7th Edition, Chapter 3: Project Performance Domain, Section 3.2: Engage Stakeholders, Page 61; Chapter 5: Project Delivery Approaches and Life Cycles, Section 5.2: Agile Delivery Approach, Page 125.
Learn more 1blob:https://www.bing.com/23df963f-e0d2-41da-ba74-716a1a0e4fccblog.masterofproject.com2blob:https://www.bing.com/e6e92fb2-1da2-495f-8a0c-66783101906abuddy4exam.com3reddit.com

NEW QUESTION 112
A company has decided to initiate a project to eliminate a sales channel that has been unprofitable for the past 3 years. Some members of the project team are pessimisticabout the project.
What should the project manager do in this situation?

A. Provide team members with specific and clear instructions on the project objectives and tasks.
B. Communicate the project's impact and plans to engage the project team throughout the project.
C. Escalate the team's concerns and ask the project sponsor to change the team's composition.
D. Engage the functional managers to describe the project's impact to the team members directly.

Answer: B

Explanation:

= According to the PMBOK Guide, communication is one of the key skills of a project manager, and it is essential for building and maintaining relationships with the project stakeholders, including the project team. Communication can help to create a shared understanding of the project vision, goals, benefits, and expectations, as well as to address any issues, concerns, or conflicts that may arise during the project. Communication can also foster trust, collaboration, and motivation among the project team members, and enhance their performance and satisfaction. In this scenario, the project manager should communicate the project's impact and plans to engage the project team throughout the project, as this can help to overcome the pessimism and resistance of some team members, and to align them with the project objectives and tasks. Providing team members with specific and clear instructions, escalating the team's concerns and asking for a change in the team's composition, or engaging the functional managers to describe the project's impact are not the best options, as they may not address the root cause of the team's pessimism, or may even worsen the situation by creating moreconfusion, resentment, or detachment among the team members. References: = PMBOK Guide, 7th edition, pages 50-51, 58-59, 62-63.

NEW QUESTION 117
A project has recently kicked off. The project manager observes that there are different expectations among the project team members. These growingmisunderstandings are affecting team productivity.
Which document should the project manager use as a guide to resolve the issue?

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

Answer: B

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

NEW QUESTION 121
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 123
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 128
A project manager is reviewing the status of a large project with team members in different countries. Through the status review, the project manager notices that one team is consistently behind schedule andtheir work often needs to be corrected.
What should the project manager do to improve the quality of this team's work?

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

Answer: D

Explanation:
The project manager should evaluate the issue with the team to determine if they have the necessary skills to perform assignments. This will help to identify the root cause of the poor quality and schedule performance, and to take appropriate actions to address the skill gaps, such as training, coaching, mentoring, or reassigning. Option A is not the best answer because asking a local subject matter expert (SME) to assist the team in reviewing the project requirements may not solve the problem of the team's lack of skills. Option B is not the best answer because guiding all team members and bringing in external consultants to complete

the work may not be feasible, cost-effective, or acceptable to the stakeholders. Option C is not the best answer because reviewing the issue with the project sponsor and working to reduce the scope for that team may not be realistic, desirable, or beneficial to the project objectives. References: PMP Exam Set D – Q57 | Premium PMP Exam Questions

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

NEW QUESTION 132
A project manager has been moved to a new division and is in charge of an existing project in an unfamiliar domain. When attempting to gain an understanding of the risks for this agile project, what is the primary tool the project manager should employ?

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

Answer: D

Explanation:
According to the PMBOK Guide, 6th edition, page 397, a collaborative discussion is a tool and technique for identifying risks in an agile project. A collaborative discussion is a structured conversation among the project team members and other stakeholders to share their knowledge, experience, and perspectives on the project risks. A collaborative discussion can help the project manager to gain an understanding of the risks for an unfamiliar domain, as well as to foster a culture of openness, trust, and transparency among the project participants. A collaborative discussion can also facilitate the generation of creative and innovative ideas for risk response strategies. References:
? PMBOK Guide, 6th edition, page 397
? Top 60+ PMP Exam Questions and Answers for 2023 - KnowledgeHut

NEW QUESTION 133
A project manager is in the middle of handling a major upgrade to an existing product. The project manager learns that the resources initially promised as part of the project are being moved to another priority project.
What should the project manager do?

A. Retrieve the documentation that shows the resource allocation.
B. Adopt a resource leveling procedure to level the resources.
C. Examine ways of modifying the scope of the project.
D. Perform an impact analysis to see the effect on the project.

Answer: D

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

NEW QUESTION 137
During a project's execution phase, two team members are having conflicts with other team members within the team on technical and interpersonal levels. Which two actions should the project manager take first to address this conflict? (Choose 2)
CI Plan to resolve the team members' conflicts after the sprint and focus on achieving the goal.

A. Arrange individual meetings with the team members who cannot work together effectively.
B. Address the conflict during team meetings for the entire team to participate and find solutions.
C. Ask human resources (HR) to intervene before it escalates and affects the team's performance.
D. Discuss the conflict early among the affected team members using a direct, collaborative approach.

Answer: AD

Explanation:
According to the PMBOK Guide 7th Edition, one of the principles of project management is to "collaborate with others". This means that the project manager should foster a collaborative project team environment and engage stakeholders effectively. The project manager should also address conflicts as they arise, using appropriate conflict resolution techniques. The PMBOK Guide 7th Edition also states that "conflict is inevitable in a project environment and can be either constructive or destructive". The project
manager should identify the sources and types of conflict, and use a direct, collaborative approach to resolve them. The project manager should also consider the individual needs, preferences, and styles of the team members, and arrange individual meetings with them if necessary. Therefore, the best actions for the project manager to take first are A and D. References: PMBOK Guide 7th Edition, pages 11, 12, 51, 52, 53.

NEW QUESTION 142
A project needs to acquire a large volume of electrical supplies on a weekly delivery cycle. There are many suppliers interested in partnering, so the project manager feels confident they can negotiate a goodprice.
What should the project manager do first in order to ensure the best overall value in the future contract?

A. Contact each of the potential suppliers to understand their price schedules for the required supplies.
B. Create a time-based bill of materials containing the supplies that need to be delivered each week.
C. Meet with the project sponsor to learn more about past contracting efforts for electrical supplies.
D. Identify the policies, procedures, guidelines, and legal parameters that are required in the contract.

Answer: D

Explanation:

According to the PMBOK Guide, the project manager is responsible for planning, conducting, and controlling procurements throughout the project life cycle. One of the tools and techniques for planning procurements is procurement documentation, which includes the policies, procedures, guidelines, and legal parameters that are required in the contract. Procurement documentation can help the project manager define the procurement approach, criteria, and terms and conditions for the contract, as well as ensure compliance with organizational and external standards and regulations. In this scenario, the project needs to acquire a large volume of electrical supplies on a weekly delivery cycle, and there are many suppliers interested in partnering. The project manager feels confident they can negotiate a good price, but before doing so, they need to ensure the best overall value in the future contract. The first thing that the project manager should do is to identify the policies, procedures, guidelines, and legal parameters that are required in the contract, using procurement documentation as a tool. This option can help the project manager establish the procurement framework, scope, and specifications, as well as protect the project's interests and rights in the contract. Contacting each of the potential suppliers, creating a time-based bill of materials, or meeting with the project sponsor are not the first things that the project manager should do, as they are related to conducting or controlling procurements, not planning procurements. These options may also be premature or ineffective if the procurement documentation is not identified beforehand. References: PMBOK Guide, 7th edition, pages 245-246, 12.1 Plan Procurements.

NEW QUESTION 144
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 notbe 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 thechallenges 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 Management1; PMI, 2023, PMP Exam Content Outline2, Domain II: Process, Task 8: Plan and manage procurement activities.
1: PMBOK Guide, 6th edition 2: [PMP Exam Content Outline]

NEW QUESTION 147
The sponsor of a newly formed agile project is struggling to understand the scope and to determine when critical product features will be ready to use. What should the project manager do?

A. Create a detailed project management plan with all planned releases and the tasks needed to deliver them.
B. Move the team's kanban board to a more visible place to improve the communication with key stakeholders.
C. Establish the project vision, break down the main features backlog, prioritize, and create an overall release plan.
D. Invite the stakeholder to the project's daily meetings, providing better visibility on what the team is working on.

Answer: D

Explanation:

Given that the team is working with an adaptive approach, tools like the Kanban board can be extremely useful to provide visibility, clarity, and transparency regarding work assignments and status. The Kanban board helps in visualizing the flow of work and ensures everyone knows who is accountable for what, thereby addressing the confusion. Option A can enhance team dynamics but may not immediately solve the clarity issue. Option B, while systematic, might be a bit rigid for an adaptive approach. Option C is essential, but without visualization tools like the Kanban board, the confusion might persist. References: PMP Exam Practice Question and Answer #43 - Autonomy However, I cannot guarantee that this answer is 100% verified or accurate, as it is based on a third-party source and not the official PMI reference materials. Therefore, I suggest you to consult the official PMI website2 or other reliable sources for more information and confirmation. I hope this helps.

NEW QUESTION 150
A construction company recently won the bid for a project to build a cable bridge. A project charter has been prepared and a project manager has been assigned. The project manager is creating a work breakdown structure (WBS) for the project.
To what level should the project manager decompose their project?

A. To the level where the highest level of quality is maintained
B. To the lowest level where cost and duration can be estimated and managed
C. To level four of the schedule for bridge construction
D. To the level where the bridge can be constructed safely

Answer: B

Explanation:

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

NEW QUESTION 154
A project manager manages multiple information technology (IT) projects in a matrix organization. The project manager schedules a meeting with one of the functional managers to coordinate testing support
for two software development projects. Unfortunately, the functional manager is not able to attend the meeting and informs the project manager that there may not be any resources available to test the
software.
What should the project manager do?

A. Meet with a procurement specialist fo negotiate with a company that specializes in software testing to test the software.
B. Request a meeting with the sponsor to change the scope to allow the development team to conduct testing.
C. Discuss the testing requirements with a test engineer and negotiate the best approach to test the newly developed software.
D. Meet with the project team to collaboratively determine how the project manager can ensure the needed testing assistance is obtained.

Answer: D

Explanation:
According to the PMBOK® Guide, testing is a quality control process that involves verifying that a product, service, or result meets the specified requirements and standards. Testing is an essential activity in software development projects, as it helps to ensure the functionality, reliability, usability, and security of the software. Testing can be performed at different levels and stages of the software development life cycle, such as unit testing, integration testing, system testing, acceptance testing, etc. Testing can be done by different roles and stakeholders, such as developers, testers, customers, users, etc.
In this question, the project manager is managing multiple IT projects in a matrix organization, where the project team members are shared with other projects or functional units. The project manager schedules a meeting with one of the functional managers to coordinate testing support for two software development projects. However, the functional manager is not able to attend the meeting and informs the project manager that there may not be any resources available to test the software. This can create a problem for the project manager and the project team, as it may affect the quality, scope, schedule, and cost of the projects. To resolve this issue, the project manager should take the following action:
? Meet with the project team to collaboratively determine how the project manager can ensure the needed testing assistance is obtained. The project manager should communicate with the project team members and discuss the testing requirements, expectations, and constraints for the two software development projects. The project manager should also involve the project team members in identifying and evaluating the possible alternatives and solutions to obtain the testing support, such as reallocating the existing resources, requesting additional resources, outsourcing the testing activities, modifying the testing plan, etc. The project manager should also facilitate the decision-making process and select the best option that meets the project objectives and stakeholder needs. This will help to ensure the quality and success of the software development projects, and to foster a collaborative and participative environment within the project team. The other options are not correct because they do not provide a valid way to resolve the issue of testing support. Option A is wrong because it suggests that the project manager should meet with a procurement specialist to negotiate with a company that specializes in software testing, without consulting with the project team or the customer. This would be premature, costly, and risky, as it may not align with the project scope, budget, schedule, or quality requirements. Option B is wrong because it implies that the project manager should request a meeting with the sponsor to change the scope to allow the development team to conduct testing, without exploring other alternatives or solutions. This would be impractical, ineffective, and inefficient, as it may not ensure the quality and reliability of the software, and may increase the workload and responsibility of the development team. Option C is wrong because it assumes that the project manager can discuss the testing requirements with a test engineer and negotiate the best approach to test the newly developed software, without involving the project team or the functional manager. This would be inappropriate, incomplete, and inaccurate, as it may not reflect the actual testing needs and expectations of the projects, and may create conflict or confusion among the stakeholders. References:
? PMBOK® Guide, 6th edition, pages 286-287, 318-319, 374-375
? Software Testing - Project Management Knowledge
? Software Testing - Project Management Institute
? Software Testing in Project Management
? Project Management for Software Testing

NEW QUESTION 159
A project team is preparing a report for the stakeholders. The team gathers and collates a large amount of data to be included in the status report.
What should the project manager do next?

A. Instruct the team to analyze and interpret the data before including it in the report.
B. Ensure the team follows standard operating procedures (SOP) for creating a stakeholder report.
C. Instruct the team to make only a graphical representation of all the data for the report.
D. Instruct the team to conduct a meeting with the stakeholders before finalizing the report.

Answer: A

Explanation:
= According to the PMBOK Guide, data analysis is the process of applying analytical techniques to transform, aggregate, or organize data into meaningful information. Data analysis can help the project manager and the project team to monitor and control the project performance, identify and resolve issues, support decision making, and communicate effectively with the stakeholders. In this scenario, the project manager should instruct the team to analyze and interpret the data before including it in the report, as this can help to provide relevant, accurate, and timely information to the stakeholders, and to highlight the key findings, trends, variances, and recommendations. Ensuring the team follows SOP, instructing the team to make only a graphical representation, or instructing the team to conduct a meeting with the stakeholders are not the best options, as they may not ensure the quality, clarity, or usefulness of the report, or may delay the delivery of the report. References: = PMBOK Guide, 7th edition, pages 176-177, 182-183.

NEW QUESTION 160
Team members are having a discussion with the project manager. In the last retrospective meeting, the team realized that the obsolete equipment could affect the next iteration of the project. The team recommends buying new equipment because it is critical to the success of the final deliverable.
What should the project manager do next?

A. Check the project budget to verify if there is enough contingency reserve.
B. Tell the team members that more equipment is not part of the project's scope.
C. Submit a change request to increase the budget and buy new equipment.
D. Review the cost management plan to determine how to address this issue.

Answer: D

Explanation:
The cost management plan is a component of the project management plan that describes how the project costs will be planned, estimated, budgeted, managed,

and controlled. It also defines the processes, roles, responsibilities, tools, and techniques for cost management, as well as the thresholds, rules, and procedures for handling changes and variances. Therefore, the project manager should review the cost management plan to determine how to address the issue of obsolete equipment that could affect the next iteration of the project. The cost management plan can help the project manager to identify the available resources, reserves, and funding options, as well as the steps and criteria for submitting and approving a change request, if needed. The other options are not as appropriate or effective as reviewing the cost management plan, as they may not follow the established guidelines or consider the impact of the issue on the project objectives and constraints. Checking the project budget to verify if there is enough contingency reserve may not be sufficient or accurate, as the contingency reserve may not cover the cost of buying new equipment, or it may be allocated for other risks or uncertainties. Telling the team members that more equipment is not part of the project's scope may not be realistic or feasible, as the obsolete equipment may compromise the quality, functionality, or value of the final deliverable, or it may cause delays, rework, or defects. Submitting a change request to increase the budget and buy new equipment may not be necessary or justified, as there may be other alternatives or solutions to address the issue, or the change request may not meet the approval criteria or process. References:
? PMI, A Guide to the Project Management Body of Knowledge (PMBOK® Guide) –Sixth Edition, Project Management Institute Inc., 2017, pp. 235-236, 247-248, 487.
? The ABC of obsolescence management, Netilion Blog, 2023, pp. 1-2.
? 6 Steps to Equipment Obsolescence Management, Tool Tracking Software, 2023,p. 1.

NEW QUESTION 164
A new development project is about to start, and the project manager knows that a high- profile customer makes very specific and frequent requests in all sprints. This projectwill demand contract coordination with third parties, and the project manager must find a better way to manage customer and partner expectations. What strategy should the project manager use?

A. Specify the scope and features to be deployed in the contract clearly.
B. Change the marketing and product management definitions to meet stakeholder needs.
C. Focus on the implementation of a software as a service (SaaS) solution for the customer.
D. Work very closely with the customer and third parties to meet their needs.

Answer: D

Explanation:
A project manager who is working on a new development project with a high- profile customer and third parties should use the strategy of working very closely with the customer and third parties to meet their needs. This is because:
? The customer makes very specific and frequent requests in all sprints, which means that the customer has high expectations and involvement in the project. The project manager should maintain regular and effective communication with the customer, and seek to understand and address their requirements, feedback, and concerns. The project manager should also manage the customer's expectations by setting clear and realistic goals, scope, and deliverables, and by providing transparent and accurate progress reports and status updates.
? The project demands contract coordination with third parties, which means that the
project involves multiple stakeholders and dependencies. The project manager should establish and maintain good relationships with the third parties, and ensure that their roles and responsibilities are clearly defined and documented in the contract. The project manager should also monitor and control the performance and quality of the third parties, and resolve any issues or conflicts that may arise during the project execution.
? Working very closely with the customer and third parties to meet their needs is consistent with the agile project management approach, which emphasizes customer satisfaction, collaboration, and adaptation. The project manager should adopt agile practices and tools, such as iterative and incremental development, user stories, backlog management, sprint planning, daily stand-up meetings, retrospectives, and demos, to deliver value to the customer and the third parties in a timely and efficient manner.
The other three options are not the best strategies for the project manager to use, because:
? Specifying the scope and features to be deployed in the contract clearly is a good practice, but it is not enough to meet the customer and third parties' needs. The project manager should also be flexible and responsive to the changing requirements and expectations of the customer and the third parties, and be able to adjust the scope and features accordingly.
? Changing the marketing and product management definitions to meet stakeholder needs is a risky and unnecessary strategy, as it may cause confusion and inconsistency in the project. The project manager should align the marketing and product management definitions with the stakeholder needs, rather than changing them.
? Focusing on the implementation of a software as a service (SaaS) solution for the customer is a specific and narrow strategy, which may not suit the nature and scope of the project. The project manager should consider the feasibility, suitability, and desirability of the SaaS solution for the customer and the third parties, and evaluate other possible alternatives, before deciding on the best solution for the project.
References:
? Project Management Institute. (2021). A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition. Project Management Institute.
? Project Management Institute. (2020). Agile Practice Guide. Project Management Institute.
? 4 Ways Project Managers Can Help with Customer Engagement
? Process of Managing Project Contracts | PMI
? Third-Party Project Management- Project Communications Model

NEW QUESTION 167
A project sponsor has requested atrend analysis of all risks that the project has monitored over the past 12 months. What should the agile project manager do?

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

Answer: B

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

Project Management Body of Knowledge (PMBOK Guide)], Seventh Edition, pages 74-75, 78-79.

NEW QUESTION 171
Aretail chain is evaluating a project to replace payment systems across all its stores in multiple locations. The project does not pass the financial threshold but is alsoexpected to increase marketshare, improve customer services, and retain more customers. The project is planned as a phased implementation, building on learningfromthe retrospectives during each phase.
How should the business increase the value of the project?

A. Ask the benefits owner to reassess the identified risks that are impacting the outcomes of the financial benefits.
B. Consult with experts on methods to reduce costs and increase the financial value of the projec
C. ®
D. Quantify the expected tangible and intangible benefits in the benefits management plan for each phase.
E. Use a fishbone diagram to find the root cause of the lower financial benefits with the benefits owner.

Answer: C

Explanation:
 = The business should increase the value of the project by quantifying the expected tangible and intangible benefits in the benefits management plan for each phase. This will help to justify the project investment and align the project outcomes with the business objectives. The benefits management plan should also include the benefits owner, the target benefits, the metrics and assumptions, the timeframe, and the roles and responsibilities for benefits realization. Asking the benefits owner to reassess the risks, consulting with experts, or using a fishbone diagram are not the best ways to increase the value of the project, as they may not capture the full range of benefits or address the root cause of the low financial value. References:
? PMBOK® Guide 7th Edition, Chapter 10: Value Delivery, Section 10.2: Plan Value Delivery, Page 263
? PMBOK® Guide 6th Edition, Chapter 4: Integration Management, Section 4.5: Develop Project Management Plan, Page 89
? Agile Practice Guide, Chapter 3: Implementing Agile: Creating an Agile Environment, Section 3.5: Benefits Management, Page 43

NEW QUESTION 173
The project team is experiencing schedule delays due to issues arising with suppliers. Some of the tasks are on the critical path.
What should the project manager do in this situation?

A. Discuss the critical path issues with the purchasing department.
B. Escalate the supplier-related issues to the sponsor for resolution.
C. Review the critical path with the stakeholders to define next steps.
D. Review the work breakdown structure (WBS) with the suppliers.

Answer: B

Explanation:
 According to the PMBOK Guide, the project manager is responsible for managing the project work and ensuring that the project objectives are met. If there are issues that affect the projectschedule, scope, quality, or cost, the project manager should escalate them to the appropriate level of authority for resolution. In this case, the supplier- related issues are causing schedule delays on the critical path, which means they could jeopardize the project completion date. Therefore, the project manager should escalate them to the sponsor, who is the person or group that provides the financial resources and support for the project. The sponsor can help resolve the issues by negotiating with the suppliers, providing additional resources, or approving changes to the project plan. References: PMBOK Guide, 7th edition, pages 11, 12, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, and 25.

NEW QUESTION 178
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