

## PMP Dumps

### Project Management Professional

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**NEW QUESTION 1**

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

- \* Test the product
- \* Release to customer

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

How should the project manager enter this dependency?

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

**Answer: C**

**Explanation:**

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

**NEW QUESTION 2**

A project manager is working on a project nearing completion using a hybrid approach.

During the last daily standup, the team identified a risk of not delivering on time

because team members have not initiated any of the tasks assigned to them. The project has a hard deadline to complete the agreed-on deliverables.

What should the project manager do in this situation?

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

**Answer: B**

**Explanation:**

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

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

The best option for the project manager to do in this situation is to empower the team to

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

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

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

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

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

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

**NEW QUESTION 3**

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

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

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

**Answer: D**

**Explanation:**

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

enable them to respond to changes and uncertainties effectively. References:

- ? A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition, Chapter 2.2.2, page 28
- ? Agile Practice Guide, Chapter 2.1.1, page 14
- ? PMP Exam Content Outline, Domain II: Planning, Task 2

#### NEW QUESTION 4

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

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

**Answer:** D

#### Explanation:

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

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

#### NEW QUESTION 5

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

Which of the documents was likely missed or outdated?

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

**Answer:** A

#### Explanation:

The stakeholder register is a document that identifies and analyzes the project stakeholders, their roles, interests, expectations, influence, and communication requirements<sup>1</sup>. It is an output of the identify stakeholders process, which is performed during the early phase of a project<sup>2</sup>. If the leader of a user party was not included in any of the requirements collection communications, it means that the stakeholder register was likely missed or outdated, and the stakeholder analysis was not performed properly. This could lead to unmet stakeholder needs, conflicts, delays, or rework<sup>3</sup>. 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 6

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

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

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

**Answer:** B

#### Explanation:

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

#### NEW QUESTION 7

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

What should the project manager do in this situation?

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

**Answer:** D

**Explanation:**

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

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

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

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

**NEW QUESTION 8**

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

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

**Answer:** D

**Explanation:**

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

**NEW QUESTION 9**

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

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

**Answer:** B

**Explanation:**

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

? PMBOK Guide, 6th edition, pages 376-377, 504-505, 518-519.

? PMP Exam Content Outline, June 2019, pages 8-9, 14-15.

**NEW QUESTION 10**

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

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

**Answer:** B

**Explanation:**

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

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

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

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

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

? Net Present Value Formula PMP®

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

? PMP Exam Prep: Present Value vs Future Value

#### NEW QUESTION 10

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

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

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

**Answer: D**

#### Explanation:

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

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

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

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

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

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

#### NEW QUESTION 12

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

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

**Answer: D**

#### Explanation:

According to the PMBOK Guide 7th Edition, the project manager should identify and engage stakeholders throughout the project life cycle and collect their requirements using various techniques such as interviews, surveys, focus groups, workshops, observation, prototyping, etc. The project manager should also analyze the interests and influence of stakeholders and prioritize their requirements based on the project objectives, scope, and value. The project manager should not exclude or ignore any stakeholder requirements, as this may lead to dissatisfaction, conflicts, or scope changes later in the project<sup>12</sup>. 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 16

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

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

**Answer: B**

**Explanation:**

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

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

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

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

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

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

**NEW QUESTION 20**

A project manager has been assigned to a project that involves building 100 wells for a small community that is urgently in need of access to water. What should the project manager do next?

- A. Hire local contractors who are familiar with the environment.
- B. Start project planning and develop the project management plan.
- C. Face the challenge immediately and start sending relief to the town.
- D. Process a change request for additional funding due to project urgency.

**Answer: B**

**Explanation:**

According to the PMBOK Guide, 7th edition, project planning is the process of establishing the scope, objectives, and course of action for the project. Project planning

involves developing the project management plan, which is a document that describes how the project will be executed, monitored, and controlled. Project planning also involves engaging the project stakeholders, identifying the project requirements, defining the project scope, estimating the project resources, creating the project schedule, determining the project budget, assessing the project risks, and establishing the project governance. Project planning is essential for the project success, as it provides the basis for project performance measurement and control. In this question, the project manager has been assigned to a project that involves building 100 wells for a small community that is urgently in need of access to water. The question asks what the project manager should do next. Based on this information, the best answer is option B, which is to start project planning and develop the project management plan. This is because starting project planning and developing the project management plan is the logical and necessary next step for the project manager after being assigned to the project. Starting project planning and developing the project management plan can help the project manager to define the project scope, objectives, and course of action, as well as to align the project with the stakeholder needs and expectations. Starting project planning and developing the project management plan can also help the project manager to address the project urgency, as it can enable the project manager to prioritize the project activities, allocate the project resources, and manage the project risks.

Option A, which is to hire local contractors who are familiar with the environment, is not a good answer. This is because hiring local contractors who are familiar with the environment may not be the next step for the project manager, as it may require some prior planning and analysis. Hiring local contractors who are familiar with the environment may involve defining the project procurement strategy, conducting market research, preparing the procurement documents, soliciting bids or proposals, evaluating and selecting vendors, and negotiating and signing contracts. Hiring local contractors who are familiar with the environment may also depend on the availability, suitability, and affordability of the local contractors, as well as the legal and ethical implications of the procurement process. Option C, which is to face the challenge immediately and start sending relief to the town, is not a good answer. This is because facing the challenge immediately and starting sending relief to the town may not be the next step for the project manager, as it may not be part of the project scope or objectives. Facing the challenge immediately and starting sending relief to the town may involve providing humanitarian aid, such as food, water, medicine, or shelter, to the affected community. Facing the challenge immediately and starting sending relief to the town may also require coordination and collaboration with other organizations, such as government agencies, non-governmental organizations, or international bodies, that are involved in the relief efforts. Facing the challenge immediately and starting sending relief to the town may also entail additional risks and challenges, such as security, logistics, or cultural issues, that may affect the project delivery.

Option D, which is to process a change request for additional funding due to project urgency, is not a good answer. This is because processing a change request for additional funding due to project urgency may not be the next step for the project manager, as it may not be justified or approved. Processing a change request for additional funding due to project urgency may involve documenting the rationale, impact, and benefits of the change, as well as submitting the change request to the appropriate authority for review and approval. Processing a change request for additional funding due to project urgency may also depend on the availability, allocation, and distribution of the project funds, as well as the alignment of the change with the project scope, schedule, quality, and risks. References: PMBOK Guide, 7th edition, Chapter 5: Planning<sup>1</sup>; Chapter 6: Project Management Plan<sup>2</sup>; PMI, 2023, PMP Exam Content Outline, Domain II: Process, Task 2: Plan and manage project/phase scope<sup>3</sup>.

**NEW QUESTION 21**

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

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

**Answer: C**

**Explanation:**

The project manager should meet with the team to review internal actions to resolve the situation, because this is a common practice in agile project management. In agile projects, the team is empowered to self-organize and adapt to changing requirements and circumstances<sup>1</sup>. The iteration retrospective is a meeting where the team reflects on what went well and what can be improved in the next iteration<sup>2</sup>. If the team realizes that the complexity of the work was underestimated, they should discuss how to adjust their planning, estimation, and delivery processes to avoid this issue in the future<sup>3</sup>. The project manager should facilitate this discussion and support the team's decisions. References:

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

Seventh Edition, Chapter 2, Section 2.2.3

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

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

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

**NEW QUESTION 26**

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 new technology. 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 31**

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

What should the project manager do?

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

**Answer:** B

**Explanation:**

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

**NEW QUESTION 32**

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

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

**Answer:** B

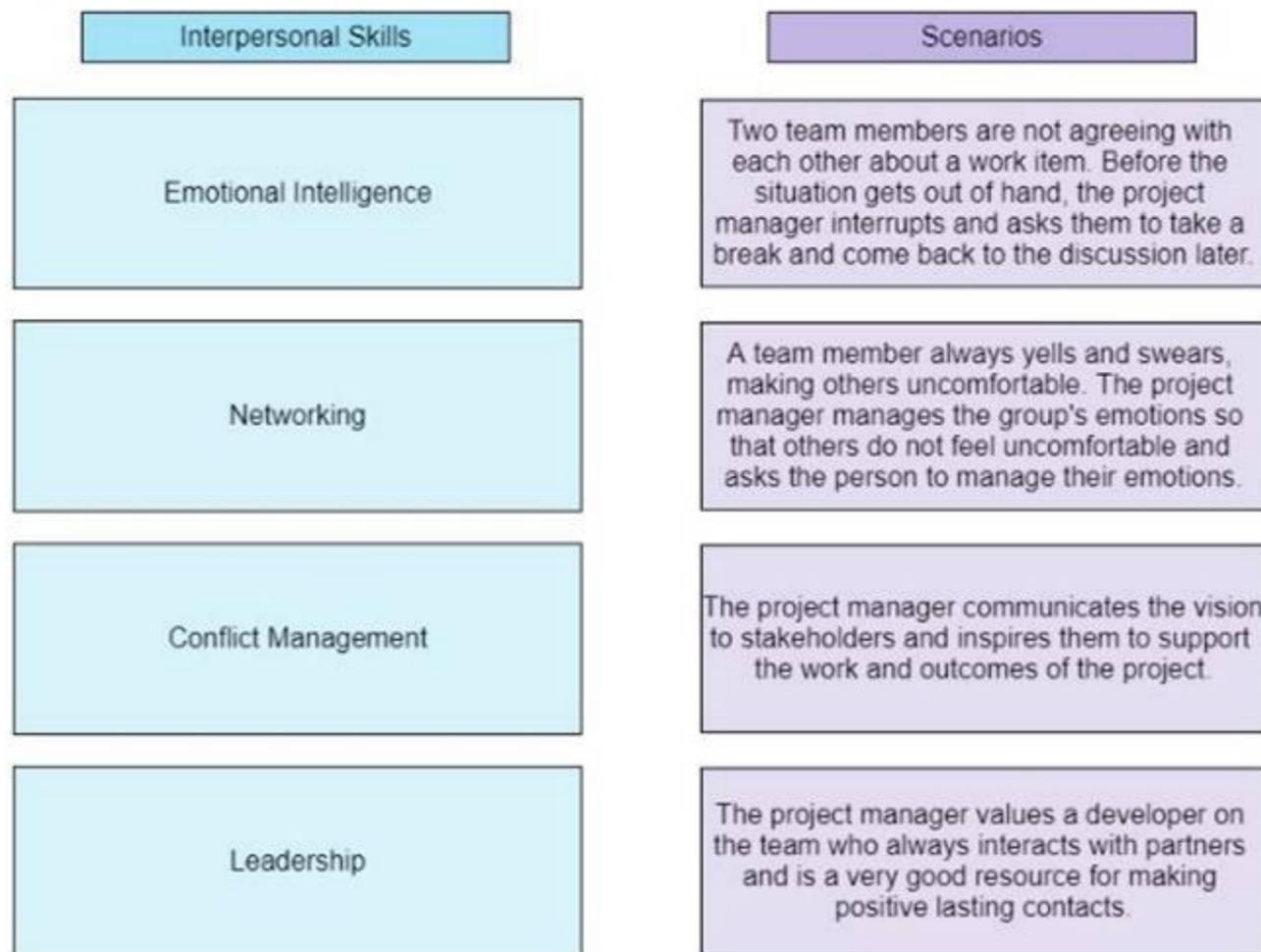
**Explanation:**

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

**NEW QUESTION 37**

DRAG DROP

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



- A. Mastered
- B. Not Mastered

**Answer:** A

**Explanation:**

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

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

? Emotional Intelligence -> A project manager recognizes that a stakeholder is feeling frustrated and tries to empathize with them.

? Leadership -> A project manager motivates the team to achieve the project goals and provides feedback and recognition.

? Networking -> A project manager attends a professional event and exchanges contact information with potential partners and clients.

= The question tests the candidate's knowledge of interpersonal skills and how they apply to different project scenarios. Interpersonal skills are the abilities to effectively communicate, interact, and work with individuals and groups. They are essential for project managers to build relationships, influence stakeholders, resolve conflicts, and lead teams. The four interpersonal skills and their definitions are:

? Conflict Management: The ability to handle disagreements and disputes among individuals or groups in a constructive way.

? Emotional Intelligence: The ability to perceive, understand, and manage one's own and others' emotions and emotional responses.

? Leadership: The ability to guide, inspire, and empower individuals or groups to achieve a common vision or goal.

? Networking: The ability to establish and maintain connections and relationships with people who can provide information, support, or opportunities.

References:

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

? PMBOK® Guide 6th Edition, Chapter 3: Role of the Project Manager, Section 3.2: Project Manager Competencies, Page 51

? Agile Practice Guide, Chapter 2: An Agile Mindset, Section 2.1: What is an Agile Mindset?, Page 13

**NEW QUESTION 38**

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

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

**Answer:** D

**Explanation:**

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

**NEW QUESTION 39**

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

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

**Answer: D**

**Explanation:**

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

? Option A is not a priority, as the go-to market date may change depending on the feedback and testing of the prototype.

? Option B is not a priority, as Kanban is a tool for managing workflow and visualizing progress, but it does not guarantee business value delivery.

? Option C is not a priority, as PDCA is a quality improvement technique that can be applied to any process, but it does not directly relate to business value delivery. References:

? [PMBOK Guide], 6th edition, page 18, section 1.2.6

? [Agile Practice Guide], page 8, section 1.2.2

? [PMP Exam Content Outline], page 9, task 3 under domain 2

**NEW QUESTION 43**

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

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

**Answer: C**

**Explanation:**

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

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

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

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

**NEW QUESTION 45**

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

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

**Answer: C**

**Explanation:**

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

**NEW QUESTION 47**

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

- A. Escalate the issue to the sponsor and debrief them about the situation.
- B. Review the risk management plan to identify the response strategy.
- C. Review the milestone list to determine which tasks can be fast-tracked.
- D. Organize a team meeting to discuss the next course of action.

**Answer: D**

**Explanation:**

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

? PMBOK Guide, 6th edition, page 123

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#### NEW QUESTION 52

A project manager collects various pieces of information and consolidates metrics in an agile project. The project manager finds that there is slack in the team in terms of productivity. The number of items sent to development per person has decreased by 10%, and the project manager used a root cause analysis (RCA) and discovered the reason is a lack of knowledge in one of the frameworks used for modeling. What should the project manager do next?

- A. Seek an external expert to review the framework.
- B. Arrange for external training amid the tight project schedules.
- C. Add new members for the underperforming team.
- D. Foster knowledge sharing and coaching among team members.

**Answer:** D

#### Explanation:

The project manager should foster knowledge sharing and coaching among team members to address the slack in productivity caused by the lack of knowledge in one of the frameworks used for modeling. This way, the project manager can leverage the existing skills and expertise of the team members who are familiar with the framework, and help the others to learn and improve their performance. The project manager can also use various agile techniques, such as pair programming, peer reviews, retrospectives, and feedback loops, to facilitate knowledge sharing and coaching. The project manager should not seek an external expert, arrange for external training, or add new members, as these options may be costly, time-consuming, or disruptive to the team dynamics and collaboration. References: PMBOK Guide, 6th edition, page 349, Top 60+ PMP Exam Questions and Answers for 2023 - KnowledgeHut

#### NEW QUESTION 57

A project team is working hard to reach a milestone. The team morale is low because of the extended hours worked to meet the deadline. Adding to this tension is the fact that the team works remotely, and there has been little time to build relationships or get to know team members beyond the tasks that everyone performs.

What should the project manager do to address the remote team's morale?

- A. Plan a party to celebrate everyone's accomplishments after reaching the milestone.
- B. Evaluate the challenges and capture them with the team as part of the lessons learned.
- C. Offer opportunities for coworkers to interact beyond tasks, and model this behavior to create a safe space.
- D. Invite the team to a work retreat to allow the team to build relationships in person and reach the milestone as planned.

**Answer:** C

#### 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 address the remote team's morale, the project manager should offer opportunities for coworkers to interact beyond tasks, and model this behavior to create a safe space. This will help to build rapport, empathy, and camaraderie among the team members, and to reduce stress and burnout. Some examples of such opportunities are virtual coffee breaks, icebreakers, games, recognition, and feedback. Planning a party, evaluating the challenges, or inviting the team to a work retreat are not the best actions, as they do not address the immediate need to boost the team morale, and they may not be feasible or effective given the remote work situation and the tight deadline. References: PMBOK Guide 7th Edition, page 11-12.

#### NEW QUESTION 58

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 63

A project manager is asked to implement a hybrid approach that will replace a predictive approach on an upcoming project. How should the project manager adjust their responsibilities accordingly?

- A. Introduce new communication tools to the project team members.
- B. Request a scrum master to focus on the collaboration while the project manager focuses on the coordination.
- C. Become a servant leader by supporting team collaboration and removing impediments.
- D. Delegate coordination activities to the product owner so the project manager can focus on managing collaboration.

**Answer:** C

**Explanation:**

= The project manager should adjust their responsibilities accordingly by becoming a servant leader by supporting team collaboration and removing impediments when implementing a hybrid approach that will replace a predictive approach on an upcoming project. According to the PMBOK® Guide, a hybrid approach is a project management approach that combines predictive and adaptive (agile) practices to fit the project context, complexity, and uncertainty[1]. A hybrid approach requires the project manager to balance the need for planning and control with the need for flexibility and responsiveness to changing customer needs and expectations[1]. Therefore, the project manager should adopt a servant leadership style, which is a leadership style that focuses on empowering and serving the team rather than directing and controlling them[1]. A servant leader supports team collaboration by facilitating communication, feedback, and decision making among the team members and other stakeholders[1]. A servant leader also removes impediments by identifying and resolving issues that prevent the team from delivering value to the customer[1]. By becoming a servant leader, the project manager can enhance the team performance and satisfaction, and deliver customer value in a hybrid approach. The other options are not appropriate for this situation, as they do not reflect the role of the project manager in a hybrid approach.

? Introducing new communication tools to the project team members is a possible action that the project manager can take, but it is not the main responsibility of the project manager in a hybrid approach. Communication tools are only effective if they are used to support team collaboration and customer feedback, which are the core values of a hybrid approach[1].

? Requesting a scrum master to focus on the collaboration while the project manager focuses on the coordination is a wrong way to implement a hybrid approach, as it creates a role conflict and a lack of alignment between the project manager and the scrum master. A scrum master is a role in an agile framework that coaches and guides the team and the product owner in applying agile principles and practices[1]. A scrum master is not a substitute for the project manager, nor is the project manager superior to the scrum master. In a hybrid approach, the project manager and the scrum master should work together to ensure the project objectives and customer expectations are met, and to share the responsibilities of collaboration and coordination[1].

? Delegating coordination activities to the product owner so the project manager can focus on managing collaboration is a wrong way to implement a hybrid approach, as it creates a role overload and a lack of accountability for the product owner. A product owner is a role in an agile framework that represents the voice of the customer and defines and prioritizes the product backlog[1]. A product owner is not responsible for coordinating the project activities, resources, and stakeholders, which are the primary functions of the project manager. In a hybrid approach, the project manager and the product owner should work together to ensure the product vision and scope are aligned with the project goals and constraints, and to share the responsibilities of collaboration and coordination[1].

References: [1]: PMBOK® Guide, 7th edition, pages 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 29, 30, 31, 32, 33, 34, 35, 36, 37, 38, 39, 40, 41, 42, 43, 44, 45, 46, 47, 48, 49, 50, 51, 52, 53...

**NEW QUESTION 68**

A project manager has a team of shared resources from other projects who are working on a client project. Three days before the project is due, the team informs the project

manager that the project will be delayed because a component was not delivered on time.

Competing priorities of the shared resources are delaying delivery of the component.

What should the project manager have done to prevent this delay from happening?

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

**Answer: B**

**Explanation:**

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

**NEW QUESTION 70**

A scrum team's daily meetings are conducted by teleconference between three teams, each located in different countries. The meetings typically last 45 minutes with many misunderstandings due to language barriers.

How should the project manager resolve this issue for the next iteration?

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

**Answer: D**

**Explanation:**

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

project. References: = PMBOK Guide, 7th edition, pages 14-15, 18-19, 22-23.

**NEW QUESTION 73**

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

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

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

**Answer:** C

**Explanation:**

= According to the PMBOK Guide, 7th edition, communication is one of the key enablers of project performance, and it should be planned, managed, and monitored throughout the project life cycle<sup>1</sup>. For remote project teams, communication is even more critical, as they face challenges such as cultural differences, time zone differences, lack of face-to-face interactions, and potential misunderstandings<sup>2</sup>. Therefore, the project manager should plan a communication method that suits the needs and preferences of the remote project team members, such as email, phone, video conferencing, instant messaging, or collaboration tools<sup>3</sup>. The project manager should also allow the project team members to virtually interact with each other, to build trust, rapport, and teamwork<sup>4</sup>. This will help to ensure good collaboration and coordination among the remote project team members, and to achieve the project deliverables. References:

? 1: PMBOK Guide, 7th edition, Chapter 4: Plan and Manage Communications, p.69-70

? 2: PMBOK Guide, 7th edition, Chapter 4: Plan and Manage Communications, p.72

? 3: PMBOK Guide, 7th edition, Chapter 4: Plan and Manage Communications, p.74-75

? 4: PMBOK Guide, 7th edition, Chapter 4: Plan and Manage Communications, p.76

**NEW QUESTION 78**

An organization is about to start a multiphased project. Due to strict regulations, some of the phases must be completely planned in advance. However, other phases allow for more flexibility and experimentation on scope and schedule. The sponsor wants to pursue the project objectives as planned, but also wants to accommodate new information and changes as the project progresses.

Which project management approach should the project manager select for this project?

- A. Hybrid
- B. Agile
- C. Phased
- D. Incremental

**Answer:** A

**Explanation:**

A hybrid project management approach is a combination of two or more project management methodologies, such as waterfall and agile, that best suit the project's needs. A hybrid approach allows the project manager to plan some phases in detail, while leaving other phases more flexible and adaptable to changes. A hybrid approach can also balance the sponsor's expectations of following the project objectives, while incorporating new information and feedback as the project progresses. According to the PMBOK Guide, a hybrid approach can be used when the project has both predictive and adaptive elements, or when the project environment is complex and uncertain. References:

? PMBOK Guide, 7th edition, page 271

? What Is Hybrid Project Management?<sup>2</sup>

? Ultimate Guide To Hybrid Project Methodologies & How To Make Them<sup>3</sup>

**NEW QUESTION 79**

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

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

**Answer:** B

**Explanation:**

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

References:

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

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

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

**NEW QUESTION 80**

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 team...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 84**

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

What should the project manager do next?

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

**Answer:** A

**Explanation:**

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

**NEW QUESTION 87**

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 of Knowledge (PMBOK® Guide) – Seventh Edition, Chapter 4: Project Performance, Section 4.2: Monitor and Control Project Work, Page 105-106.

**NEW QUESTION 88**

A project manager has been assigned to a global project involving regulatory bodies, government agencies, internal company leaders, the project team, and end users. What should the project manager do to engage them all effectively?

- A. Analyze the stakeholders.
- B. Check lessons learned from past projects.
- C. Gather business requirements.
- D. Remove any bias that exists on the team.

**Answer:** A

**Explanation:**

According to the PMBOK Guide, 7th edition, stakeholder management is the process of identifying and engaging the people who are impacted by or can influence the project. Stakeholder management involves four steps: identify stakeholders, plan stakeholder engagement, manage stakeholder engagement, and monitor stakeholder engagement. Stakeholder analysis is a technique that helps to identify the stakeholders, their needs, expectations, interests, influence, and impact on the project. Stakeholder analysis can help to develop appropriate strategies and actions to effectively involve and satisfy the stakeholders throughout the project life cycle. In this question, the project manager has been assigned to a global project involving regulatory bodies, government agencies, internal company leaders, the project team, and end users. The question asks what the project manager should do to engage them all effectively.

Based on this information, the best answer is option A, which is to analyze the stakeholders. This is because analyzing the stakeholders is the first and most important step for the project manager to engage them all effectively. Analyzing the stakeholders can help the project manager to understand the stakeholder characteristics, such as their roles, responsibilities, relationships, expectations, influence, and impact on the project. Analyzing the stakeholders can also help the project manager to identify the stakeholder needs, interests, concerns, and issues, as well as to assess the stakeholder risks and opportunities. Analyzing the stakeholders can help the project manager to develop and implement appropriate stakeholder engagement strategies and plans, such as communication, collaboration, negotiation, conflict resolution, and feedback mechanisms. Analyzing the stakeholders can help the project manager to achieve the project objectives and deliver the project value, as well as to enhance the stakeholder satisfaction and trust.

Option B, which is to check lessons learned from past projects, is not a good answer. This is because checking lessons learned from past projects may not be enough or relevant to engage all the stakeholders effectively. Lessons learned are the knowledge gained from the process of performing the project. Lessons learned may include the positive and negative experiences, the best practices and recommendations, and the successes and failures of the project. Checking

Lessons learned from past projects can help the project manager to learn from the previous projects and apply the relevant knowledge and insights to the current project. However, checking lessons learned from past projects may not help the project manager to engage all the stakeholders effectively, as the stakeholder characteristics, needs, expectations, and interests may vary from project to project. Checking lessons learned from past projects may also depend on the availability, quality, and accessibility of the lessons learned repository, which is a database that stores and organizes the lessons learned from the projects. Option C, which is to gather business requirements, is not a good answer. This is because gathering business requirements may not be relevant or sufficient to engage all the stakeholders effectively. Business requirements are the high-level needs or expectations of the organization or the customer that justify the initiation of the project. Business requirements may include the business objectives, goals, vision, value, benefits, and constraints of the project. Gathering business requirements can help the project manager to understand the purpose and scope of the project, as well as to align the project with the organizational strategy and expected business value. However, gathering business requirements may not help the project manager to engage all the stakeholders effectively, as the business requirements may not reflect the specific needs, expectations, interests, and concerns of the individual or group stakeholders. Gathering business requirements may also require the involvement and approval of the key stakeholders, such as the project sponsor, the customer, or the senior management. Option D, which is to remove any bias that exists on the team, is not a good answer. This is because removing any bias that exists on the team may not be relevant or effective to engage all the stakeholders effectively. Bias is a tendency or preference that influences the judgment or behavior of a person or a group. Bias may affect the perception, interpretation, evaluation, or decision-making of the project team or the stakeholders. Removing any bias that exists on the team can help the project manager to improve the team performance, collaboration, and communication, as well as to avoid or reduce the conflicts, errors, or risks that may arise from the bias. However, removing any bias that exists on the team may not help the project manager to engage all the stakeholders effectively, as the bias may not be the only or the main factor that affects the stakeholder engagement. Removing any bias that exists on the team may also be challenging or unrealistic, as the bias may be unconscious, implicit, or ingrained in the team culture or behavior. References: PMBOK Guide, 7th edition; PMP Exam Content Outline; PMP Sample Test Questions.

**NEW QUESTION 93**

A project manager is managing a complex research project with a high level of uncertainty. A request is made to implement a mechanism to measure the quality of the deliverables.

Using a hybrid approach, what techniques can be used to achieve this goal?

- A. Daily Scrum and product owner quality assessments.
- B. Paired work and the customer role method.
- C. Time-boxed iterations and standup review meetings.
- D. Scrum master reviews and the quality Kanban method.

**Answer: C**

**Explanation:**

A hybrid approach is a combination of predictive and adaptive methods that can be tailored to suit the project context and needs. Time-boxed iterations are a common feature of agile methods that allow the project team to deliver incremental value and receive feedback in a fixed period of time. Standup review meetings are short and frequent meetings where the project team members share their progress, issues, and plans for the next iteration. These techniques can help the project manager to measure the quality of the deliverables by ensuring alignment with the customer expectations, identifying defects and risks early, and promoting continuous improvement. The other options are not necessarily related to quality measurement or are not part of a hybrid approach. References: PMBOK Guide, 7th edition, page 30-31, 34-35, 40-41.

**NEW QUESTION 97**

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

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

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

**Answer: D**

**Explanation:**

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

**NEW QUESTION 100**

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

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

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

**Answer: A**

**Explanation:**

According to the Agile Practice Guide, one of the agile principles is to "collaborate with others". This means that the project manager should foster a collaborative project team environment and engage stakeholders effectively. The project manager should also use appropriate techniques and tools to facilitate the backlog prioritization process, such as value-based analysis, MoSCoW, Kano model, and relative ranking. The Agile Practice Guide also states that "prioritization is a key activity for agile teams and their stakeholders". The project manager should support the product owner and the team to prioritize the backlog items based on various factors, such as value, urgency, dependencies, and feedback. The project manager should also help the team to resolve any conflicts or issues that may

arise during the prioritization process, and reach a consensus on the best course of action. Therefore, the best answer is A. References: Agile Practice Guide, pages 9, 10, 35, 36, 37.

**NEW QUESTION 102**

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 107**

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 112**

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 114**

After meeting with stakeholders, a project manager working at a computer gaming company is creating a project management plan for the company's newest offering. The project manager learns that the company's main competitor is scheduled to release a similar offering leveraging the newest technology. The project manager fears that the competitor's offering is better in multiple ways compared to the project manager's project. What should the project manager do?

- A. Perform a Kano analysis factoring in the competitor's offering and present it to the stakeholders.
- B. Meet with the development team to see what changes will improve the project compared to the competition's deliverable.
- C. Meet with the project team to discuss the concerns and determine how to ensure the project's deliverable can compete with the competitor's.
- D. Note this concern in the risk register and meet with the sales team to identify mitigation options factoring in the competitor's offerings.

**Answer: C**

**Explanation:**

According to the PMBOK Guide 7th Edition, the project manager should lead and support the project team and collaborate with them to deliver the project outcomes. In this case, the project manager should meet with the project team to discuss the concerns and determine how to ensure the project's deliverable can compete with the competitor's, such as by incorporating customer feedback, enhancing the features, or applying the newest technology. The project manager should not perform a Kano analysis, as this is a technique to prioritize the customer requirements, not the competitor's. The project manager should not meet with the development team only, as this may exclude other team members who may have valuable inputs. The project manager should not note this concern in the risk register and meet with the sales team only, as this may not address the root cause of the problem and may not involve the project team. References: PMBOK Guide 7th Edition, Chapter 3: Project Performance Domain, Section 3.3: Lead the Team, Page 65; Chapter 4: Project Delivery, Section 4.2: Collect Requirements, Page 89.

**NEW QUESTION 116**

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 120**

A project manager is leading a hybrid project. The only available resources that have experience with agile are not at the project manager's location. The project has a strict schedule and budget, and the project manager is concerned about their ability to deliver it. What should the project manager do?

- A. Plan to have the agile resources temporarily relocate to the project manager's location.
- B. Advise the sponsor that the project will be delayed as agile training will be required.
- C. Engage the agile resources through video conferencing on a daily basis.
- D. Request a budget extension to get local resources experienced in agile.

**Answer: C**

**Explanation:**

According to the PMBOK Guide, 6th edition, a hybrid project is a project that uses a combination of predictive, iterative, incremental, and agile approaches to deliver the project objectives. A hybrid project may require different types of resources, skills, and methods to manage the project effectively. In this question, the project manager is leading a hybrid project that involves agile resources who are not at the same location as the project manager. The project also has a strict schedule and budget, which means that the project manager has to balance the scope, time, and cost constraints of the project. The question asks what the project manager should do in this situation.

Based on this information, the best answer is option C, which is to engage the agile resources through video conferencing on a daily basis. This is because video conferencing is a tool that can facilitate communication and collaboration among geographically dispersed team members. Video conferencing can also help the project manager to monitor the progress and performance of the agile resources, as well as to provide feedback and guidance. Video conferencing can also support the agile practices of daily stand-up meetings, sprint reviews, and retrospectives, which are essential for agile teams to deliver value and quality. Engaging the agile resources through video conferencing on a daily basis can help the project manager to overcome the challenges of leading a hybrid project, as well as to meet the schedule and budget constraints of the project.

Option A, which is to plan to have the agile resources temporarily relocate to the project manager's location, is not a good answer. This is because relocating the agile resources may not be feasible or cost-effective, as it may involve additional expenses, logistics, and risks. Relocating the agile resources may also disrupt their work environment, productivity, and motivation. Relocating the agile resources may not be necessary, as video conferencing can provide a similar level of interaction and collaboration.

Option B, which is to advise the sponsor that the project will be delayed as agile training will be required, is not a good answer. This is because delaying the project may not be acceptable, as the project has a strict schedule constraint. Delaying the project may also affect the stakeholder satisfaction, business value, and project benefits. Agile training may not be required, as the agile resources already have experience with agile. The project manager may only need to provide some orientation and guidance on how the agile resources can work effectively with the rest of the project team.

Option D, which is to request a budget extension to get local resources experienced in agile, is not a good answer. This is because requesting a budget extension may not be approved, as the project has a strict budget constraint. Requesting a budget extension may also indicate poor planning and resource management by the project manager. Getting local resources experienced in agile may not be easy or quick, as it may involve hiring, contracting, or training processes. Getting local resources experienced in agile may not be necessary, as the agile resources can work remotely with the project manager and the project team through video conferencing. References: PMBOK Guide, 6th edition, Chapter 1: Introduction<sup>1</sup>; Chapter 3: The Role of the Project Manager<sup>2</sup>; Chapter 9: Project Resource Management<sup>3</sup>; Chapter 10: Project Communications Management<sup>4</sup>; PMI, 2023, PMP Exam Content Outline, Domain II: Process, Task 7: Plan and manage project/phase resources.

**NEW QUESTION 123**

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

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

**Answer: D**

**Explanation:**

The communications management plan is a component of the project management plan that describes how the project information will be communicated to the stakeholders, including the frequency, format, content, and methods of communication<sup>1</sup>. The project manager should review the communications management plan and verify whether the stakeholder's needs are captured in the project management plan, and if not, update the plan accordingly. This will help to ensure that the stakeholder receives the appropriate information at the right time and in the right way. Requesting the project team to include the stakeholder's details and share the project status reports (A) may not be sufficient or effective, as the stakeholder may have different communication preferences or expectations. Scheduling a meeting with the stakeholder and including the stakeholder's needs in the project management plan (B) may be a good action to take, but not the first one. The project manager should first review the existing communications management plan and identify any gaps or issues before engaging with the stakeholder. Reviewing the stakeholder management plan and updating the stakeholder register © may not be relevant or necessary, as the stakeholder is already identified and engaged in the project. The stakeholder management plan describes how the project manager will manage the stakeholder expectations and influence, not how the project information will be communicated to them<sup>2</sup>. References: 1: PMBOK Guide, 6th Edition, p. 3672: PMBOK Guide, 6th Edition, p. 513.

**NEW QUESTION 128**

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

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

**Answer: A**

**Explanation:**

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

**NEW QUESTION 131**

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

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

**Answer: C**

**Explanation:**

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

**NEW QUESTION 133**

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 outcome should 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 because scheduling 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 website<sup>2</sup> or other reliable sources for more information and confirmation. I hope this helps.

**NEW QUESTION 137**

An experienced project manager is leading an enthusiastic team but realizes the team lacks the experience to complete the job successfully. What should the project manager do to reduce the risk of project failure?

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

**Answer:** C

**Explanation:**

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

**NEW QUESTION 142**

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

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

**Answer:** B

**Explanation:**

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

**NEW QUESTION 145**

A project manager encounters a governance issue during the project execution phase. One of the team members complains about receiving assignments from multiple people and states they are not able to work effectively.

What should the project manager establish first in the project governance structure?

- A. Risk management and issues resolution plan
- B. Resource management and conflict resolution plan
- C. Clear responsible, accountable, consult, and inform (RACI) matrix
- D. Clear project work breakdown structure (WBS) and timeline

**Answer:** C

**Explanation:**

The project manager should establish a clear RACI matrix first in the project governance structure to address the governance issue during the project execution phase. According to the PMBOK® Guide, a RACI matrix is a tool that defines the roles and responsibilities of project team members and other stakeholders for each project activity or deliverable[1]. A RACI matrix uses four categories to assign the level of involvement for each stakeholder: responsible, accountable, consult, and inform[1]. By creating a clear RACI matrix, the project manager can avoid role ambiguity and confusion, and ensure that each team member knows who to report to and who to communicate with for each project task. This way, the project manager can improve the team performance and satisfaction, and resolve the governance issue. The other options are not the first things that the project manager should establish in the project governance structure, as they do not directly address the root cause of the issue.

? A risk management and issues resolution plan is a document that describes how the project will identify, analyze, respond to, and monitor risks and issues[1]. It does not define the roles and responsibilities of the project team members and other stakeholders.

? A resource management and conflict resolution plan is a document that describes how the project will acquire, develop, manage, and release the human and physical resources needed for the project[1]. It also includes the methods and techniques for resolving conflicts among the project team members and other stakeholders[1]. It does not define the roles and responsibilities of the project team members and other stakeholders.

? A clear project work breakdown structure (WBS) and timeline is a graphical representation of the project scope and schedule, showing the hierarchical decomposition of the project deliverables and activities, and the estimated duration and dependencies of each activity[1]. It does not define the roles and responsibilities of the project team members and other stakeholders.

**NEW QUESTION 149**

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

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

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

**Answer:** A

**Explanation:**

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

**NEW QUESTION 153**

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

How should the project manager handle this situation?

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

**Answer:** D

**Explanation:**

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

**NEW QUESTION 156**

A team 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 160**

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

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

**Answer:** A

**Explanation:**

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

**NEW QUESTION 164**

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

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

**Answer:** C

**Explanation:**

this question is related to the Project Management Professional (PMP) certification exam, which is a credential that validates the knowledge and skills of project managers. The PMP exam is based on the PMBOK Guide, 7th edition, which is a standard that provides a framework and best practices for managing projects. The question describes a situation where a project manager has access to risk management tools but chooses to use a quantitative method to evaluate the project risks. During project execution, the project sponsor asks for an updated risk matrix. The question asks what the project manager should do next. Based on this information, the best answer is option C, which is to add new risks and send the risk matrix to leadership for approval. This is because adding new risks and sending the risk matrix to leadership for approval is a risk management practice that can help the project manager to update and communicate the project risks and their status. A risk matrix is a tool that displays the probability and impact of the project risks, as well as their priority and response strategies. Adding new risks is a process that involves identifying and analyzing any new or emerging risks that may affect the project objectives or outcomes. Sending the risk matrix to leadership for approval is a process that involves obtaining the endorsement and support from the project sponsor and other senior stakeholders for the risk management plan and actions. Adding new risks and sending the risk matrix to leadership for approval can help the project manager to ensure that the project risks are properly identified, assessed, and managed, as well as to align the project risks with the stakeholder expectations and interests. Option A, which is to use integrated risk management software to evaluate the risks, is not a good answer. This is because using integrated risk management software may not be necessary or effective to update and communicate the project risks and their status. Integrated risk management software is a tool that helps to automate and integrate the risk management processes and activities, such as risk identification, analysis, response, monitoring, and reporting. Using integrated risk management software can help the project manager to facilitate and streamline the risk management tasks and functions, as well as to enhance the risk management efficiency and quality. However, using integrated risk management software may not help the project manager to update and communicate the project risks and their status, as it may not address the issue of new or emerging risks that may require human judgment or intervention. Using integrated risk management software may also depend on the availability, suitability, and compatibility of the software, as well as the cost, time, and training required to use the software. Option B, which is to use their own professional knowledge to reassess the risks, is not a good answer. This is because using their own professional knowledge may not be enough or reliable to update and communicate the project risks and their status. Professional knowledge is the knowledge and skills that the project manager has acquired from their education, training, experience, or certification. Using their own professional knowledge can help the project manager to apply the relevant and appropriate risk management concepts, methods, and techniques to the project. However, using their own professional knowledge may not help the project manager to update and communicate the project risks and their status, as it may not reflect the current and accurate information and data about the project risks. Using their own professional knowledge may also introduce bias or error to the risk assessment and evaluation, as well as to conflict or contradict with the stakeholder opinions or expectations. Option D, which is to trust in the quantitative method already chosen as it is a precise method, is not a good answer. This is because trusting in the quantitative method may not be appropriate or beneficial to update and communicate the project risks and their status. A quantitative method is a technique that uses numerical data and analysis to measure and evaluate the probability and impact of the project risks, as well as to estimate the overall risk exposure and contingency of the project. A quantitative method can help the project manager to obtain objective and precise information and results about the project risks, as well as to support the risk management decision-making and planning. However, trusting in the quantitative method may not help the project manager to update and communicate the project risks and their status, as it may not account for the new or emerging risks that may require qualitative or subjective assessment and evaluation. Trusting in the quantitative method may also ignore or overlook the stakeholder feedback or input, as well as the risk management tools or resources that may be available or useful for the project. References: PMBOK Guide, 7th edition; PMP Exam Content Outline; PMP Sample Test Questions.

**NEW QUESTION 167**

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