

# Exam Questions PMP

Project Management Professional

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### NEW QUESTION 1

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

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

**Answer: B**

#### Explanation:

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

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

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

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

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

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

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

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

### NEW QUESTION 2

A project 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>1,2</sup>. This approach emphasizes delivering working product frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale<sup>3</sup>. To enable successful project execution, the project manager should identify the tangible and intangible benefits that each product increment will deliver to the customer and the organization<sup>4</sup>. This will help the project manager prioritize the product features, plan the iterations, and measure the progress and value of the project<sup>4</sup>. The other options are not the best actions to take for an incremental project, as they may not align with the agile principles and practices. Engaging with the project sponsor to understand the scope (A) is important, but not sufficient, as the scope may change or evolve based on customer feedback and changing requirements. Developing a comprehensive set of requirements (B) is not advisable, as it may lead to over-analysis and delay the delivery of value. Creating a project schedule containing milestones © is not consistent with the agile approach, as it may impose rigid constraints and limit the flexibility and adaptability of the project

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

### NEW QUESTION 3

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

Which of the documents was likely missed or outdated?

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

**Answer: A**

#### Explanation:

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

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

- ? 1: A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition, Chapter 13, Section 13.1.3.1
- ? 2: A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition, Chapter 13, Section 13.1.1
- ? 3: A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition, Chapter 13, Section 13.1.2

#### NEW QUESTION 4

A system migration project is in its closing stage. The project manager is being pressured to close the project. The project manager communicated to all stakeholders; however, the last department to migrate indicated that they have not received the notification. What should the project manager do?

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

**Answer:** D

#### Explanation:

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

#### NEW QUESTION 5

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

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

**Answer:** D

#### Explanation:

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

#### NEW QUESTION 6

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

- A. Follow the project management office's (PMOs) request to implement the adaptive tools in the project.
- B. Review the adaptive tools' impact and obtain agreement from the functional manager.
- C. Follow the functional manager's recommendation to implement only predictive tools in the project.
- D. Make the decision on which project approach to use that would best fit the project.

**Answer:** B

#### Explanation:

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

#### NEW QUESTION 7

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 8**

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 9**

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

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

**Answer: D**

**Explanation:**

According to the PMBOK Guide 7th Edition, the project manager should identify and engage stakeholders throughout the project life cycle and collect their

requirements using various techniques such as interviews, surveys, focus groups, workshops, observation, prototyping, etc. The project manager should also analyze the interests and influence of stakeholders and prioritize their requirements based on the project objectives, scope, and value. The project manager should not exclude or ignore any stakeholder requirements, as this may lead to dissatisfaction, conflicts, or scope changes later in the project<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 10**

A project manager is leading a global team that they have worked with in the past and has a high level of trust with them. The team is located in different countries and time zones and will need decisions in a timely manner.

In order to ensure that the project runs smoothly across the team, how should the project manager approach delegation?

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

**Answer:** A

**Explanation:**

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

**NEW QUESTION 10**

A project team member identified a procurement risk and sent an email to the project sponsor highlighting the risk. The sponsor forwarded the email to the project manager asking for further details. After speaking with the sponsor, the project manager decided to take preventive action.

Which document should the project manager review with their team?

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

**Answer:** D

**Explanation:**

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

**NEW QUESTION 11**

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: Planning1; Chapter 6: Project Management Plan2; PMI, 2023, PMP Exam Content Outline, Domain II: Process, Task 2: Plan and manage project/phase scope3.

**NEW QUESTION 12**

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 13**

DRAG DROP

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

Interpersonal Skills	Scenarios
Emotional Intelligence	Two team members are not agreeing with each other about a work item. Before the situation gets out of hand, the project manager interrupts and asks them to take a break and come back to the discussion later.
Networking	A team member always yells and swears, making others uncomfortable. The project manager manages the group's emotions so that others do not feel uncomfortable and asks the person to manage their emotions.
Conflict Management	The project manager communicates the vision to stakeholders and inspires them to support the work and outcomes of the project.
Leadership	The project manager values a developer on the team who always interacts with partners and is a very good resource for making positive lasting contacts.

- 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 16

A project that has to be delivered by the targeted date has been delayed due to an unforeseen risk occurrence. How should the project manager compress the project to ensure the completion date is not affected?

- A. Reduce the project scope.
- B. Increase the project cost.
- C. Add more project resources.
- D. Fast-track the project.

**Answer: D**

#### Explanation:

The project manager should fast-track the project to compress the project schedule and ensure the completion date is not affected by the unforeseen risk occurrence. Fast-tracking is a schedule compression technique that involves performing activities in parallel that were originally planned to be performed sequentially<sup>1</sup>. This can reduce the overall duration of the project, but it may also increase the risk and complexity of the project. Reducing the project scope (A) may not be possible or acceptable, as it may affect the project deliverables and customer satisfaction. Increasing the project cost (B) may not be feasible or beneficial, as it may not guarantee the reduction of the project duration. Adding more project resources © may not be available or effective, as it may introduce new challenges such as coordination, communication, and training. References: 1: PMBOK Guide, 6th Edition, p. 215.

#### NEW QUESTION 20

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 21

A team lead for a project that is currently in execution with multiple delivery teams is issuing status updates. This communication was not discussed with the project manager, and the project stakeholders are concerned about nonalignment since other teams are not providing these updates.  
What should the project manager do?

- A. Instruct the team lead to stop sending the update report.
- B. Examine the project reporting requirements with the stakeholders.
- C. Discuss with the team lead to understand the reason for the report.
- D. Tell the other team leads to provide similar update reports.

**Answer: C**

#### Explanation:

According to the PMBOK® Guide, project communication management involves the processes of planning, managing, and monitoring project communications. The project manager is responsible for ensuring that the communication needs of the project stakeholders are met and that the information is timely, clear, and consistent. One of the tools and techniques for managing communications is communication skills, which include active listening, feedback, and conflict resolution. The project manager should use these skills to discuss with the team lead the reason for issuing the status updates, and to understand the expectations and concerns of the stakeholders. This will help the project manager to align the communication activities with the project objectives and to avoid confusion or misunderstanding among the project team and stakeholders. References:

- ? PMBOK® Guide, Sixth Edition, Chapter 10: Project Communication Management, pp. 361-395.
- ? PMP Exam Prep Coursebook, Chapter 10: Project Communication Management, pp. 10-1 - 10-14.

#### NEW QUESTION 25

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 27**

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 a 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 29**

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 30**

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 35**

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 36**

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

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

**Answer: D**

**Explanation:**

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

**NEW QUESTION 39**

A project manager has been approached by the project sponsor about adding to the project scope. How should the project manager accommodate this request?

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

**Answer: B**

**Explanation:**

According to the PMBOK® Guide, a change request is a formal proposal to modify any document, deliverable, or baseline<sup>1</sup>. A change request can be initiated by any stakeholder, including the project sponsor, and should be processed through the perform integrated change control process<sup>2</sup>. The change control board (CCB) is a formally chartered group responsible for reviewing, approving, rejecting, or delaying changes on the project<sup>3</sup>. The project manager should create a change request for the CCB to review and evaluate the impact of the proposed scope change on the project objectives, constraints, and other knowledge areas. The

project manager should not disregard the request, update the team, or adjust the schedule without following the change management plan and obtaining the CCB's approval. References: 1: PMBOK® Guide, 6th edition, p. 112 2: PMBOK® Guide, 6th edition, p. 123 3: PMBOK® Guide, 6th edition, p. 125 : PMBOK® Guide, 6th edition, p. 128

#### NEW QUESTION 41

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

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

**Answer:** D

#### Explanation:

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

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

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

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

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

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

#### NEW QUESTION 44

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

What should the project manager do to get the most value from this team member?

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

**Answer:** A

#### Explanation:

According to the PMBOK® Guide 7th Edition, the project manager should create a high-performing team by fostering a collaborative, respectful, and trusting environment. The project manager should also help the team members to overcome personal and interpersonal issues that may affect their performance. Therefore, the project manager should advise the team member to focus on the current project and consider the past conflicts as lessons learned. This would help the team member to move on from the negative experiences and contribute positively to the project. Option B is incorrect because it implies that the team member should hide their personal information from the entire team, which could create a sense of isolation or mistrust. Option C is incorrect because it suggests that the project sponsor has the authority to decide what personal information can be shared with the entire team, which could violate the team member's privacy or autonomy. Option D is incorrect because it implies that the project manager needs to consult with HR and check company policies before advising the team member, which could delay the resolution of the issue or undermine the project manager's role as a leader. References: PMBOK® Guide 7th Edition, Chapter 2: Creating a High-Performing Team, Section 2.1: Establishing a Team, p. 29-30.

#### NEW QUESTION 49

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

What should the project manager do next?

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

**Answer:** D

#### Explanation:

The comprehensive and detailed explanation is as follows:

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

The other options are not correct because:

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

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

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

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

The references are:

1: PMP Examination Content Outline - June 2019 - Project Management Institute 2: 180 PMP Practice Questions (2021 Edition) - Academia.edu : A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Sixth Edition, Chapter 4: Project Integration Management : A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Sixth Edition, Chapter 3: The Role of the Project Manager : A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Sixth Edition, Chapter 13: Project Stakeholder Management

#### NEW QUESTION 54

A project manager is managing a hybrid project. There is software in place to access the repository of project artifacts. However, a few stakeholders are reporting that they are unable to find the latest project schedule. What should the project manager do?

- A. Send the project schedule via email to the stakeholders who need that information.
- B. Make sure all stakeholders have access to the system and know where to find project artifacts.
- C. Escalate the issue to the steering committee and ask them to deal with the stakeholders' lack of training.
- D. Advise the project management office (PMO) that there is a resource gap for sharing project artifacts effectively.

**Answer: B**

#### Explanation:

According to the Agile Practice Guide, a hybrid project is a project that combines elements of predictive and adaptive project management methodologies. A hybrid project may use different methodologies for different phases or deliverables of the project, or it may blend the practices and techniques of different methodologies within the same phase or deliverable. A hybrid project may also use different tools and techniques to support the project management and delivery, such as software applications, templates, documents, or artifacts. In this scenario, the project manager is managing a hybrid project that uses software to access the repository of project artifacts. However, a few stakeholders are reporting that they are unable to find the latest project schedule. This is a communication issue that may affect the stakeholder engagement and satisfaction, as well as the project performance and delivery. The best course of action is to make sure all stakeholders have access to the system and know where to find project artifacts. This can help the project manager to ensure that the project communication is consistent, clear, and effective, and that the stakeholders are kept informed and updated on the project progress and status. Making sure all stakeholders have access to the system and know where to find project artifacts (option B) is the best solution to the issue, as it demonstrates proactive and respectful project communication and stakeholder management. Sending the project schedule via email to the stakeholders who need that information (option A) may not be sufficient or efficient, as it may create inconsistency and confusion among the stakeholders, and may increase the workload and overhead of the project manager. Escalating the issue to the steering committee and asking them to deal with the stakeholders' lack of training (option C) may also be unnecessary or inappropriate, as it may imply that the project manager is unable to handle the issue and may damage the trust and relationship with the stakeholders. Advising the project management office (PMO) that there is a resource gap for sharing project artifacts effectively (option D) may also be unrealistic or irrelevant, as it may not address the root cause of the issue or provide a clear guidance on how to improve the project communication or stakeholder engagement. References: : Project Management Institute. (2017). Agile Practice Guide. Newtown Square, PA: Author1 : Ultimate Guide To Hybrid Project Methodologies & How To Make Them 2 : A Little Bit of Both - Project Management Institute 3

#### NEW QUESTION 56

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

Which approach should the project manager suggest using?

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

**Answer: C**

#### Explanation:

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

#### NEW QUESTION 58

In a highly politicized organizational environment, the stakeholders are driven by their own operational or business goals, which results in conflicting interests regarding the project. What should the project manager do to steer the stakeholders toward the collective project goal?

- A. Anticipate, alert, and follow the risk management process.

- B. Detect, track, and follow the issue management process.
- C. Promote, inspire, and follow the stakeholder engagement process.
- D. Discuss, educate, and follow the communications management process.

**Answer:** C

**Explanation:**

According to the PMBOK® Guide, stakeholder engagement is the systematic identification, analysis, planning and implementation of actions designed to influence stakeholders. It is a key practice of project management that helps to achieve the project's business needs and goals. Stakeholder engagement helps organizations to proactively consider the needs and desires of anyone who has a stake in their organization, which can foster connections, trust, confidence, and buy-in for the organization's key initiatives. When done well, stakeholder engagement can mitigate potential risks and conflicts with stakeholder groups, including uncertainty, dissatisfaction, misalignment, disengagement, and resistance to change. In a highly politicized organizational environment, the stakeholders are driven by their own operational or business goals, which results in conflicting interests regarding the project. To steer the stakeholders toward the collective project goal, the project manager should promote, inspire, and follow the stakeholder engagement process. This involves identifying, mapping and prioritizing stakeholders to determine the best tactics for effective communication while making the best use of available resources. The project manager should also use various techniques to engage stakeholders, such as brainstorming, workshops, surveys, interviews, focus groups, and feedback mechanisms. The project manager should monitor and control the stakeholder engagement throughout the project life cycle, and adjust the engagement strategies as needed to ensure stakeholder satisfaction and alignment. References: PMBOK® Guide, Sixth Edition, pages 513-536. Asana. SME Strategy. APM.

**NEW QUESTION 60**

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 61**

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

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

**Answer:** D

**Explanation:**

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

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

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

address any issues or risks that may affect the project outcomes. However, monitoring the team's performance metrics may not help the project manager to avoid the situation of executing the activities in the wrong way, as it may not prevent or resolve the issue of unclear or inconsistent understanding of the project activities and expectations among the project team. References: PMBOK Guide, 7th edition; PMP Exam Content Outline; PMP Sample Test Questions.

#### NEW QUESTION 66

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 68

A stakeholder on a project has a reputation for being easily angered and unreasonably difficult on projects. The project manager would like to minimize the impact of the stakeholder's behavior on the development team.

What training should the project manager choose for their team to help with this situation?

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

**Answer:** B

#### Explanation:

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

#### NEW QUESTION 70

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 71

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 72**

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 76**

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 81**

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

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

**Answer:** B

**Explanation:**

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

**NEW QUESTION 83**

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

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

**Answer: B**

**Explanation:**

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

**NEW QUESTION 84**

DRAG DROP

A project manager in an automotive company is scheduling activities for a complex project. Some of the project requirements are fixed and some are flexible. Match the items on the left with the methodology on the right that the project manager is using.

Item	Methodology
Estimate "tire compound mixing" duration and include it in the project schedule	Agile
Assign story points to the stories in the backlog	Traditional
Get team members' support to estimate duration or complexity	Hybrid
Make sure each project phase ends when an iteration ends and vice versa	All Methodologies

- A. Mastered
- B. Not Mastered

**Answer: A**

**Explanation:**

Item	Methodology
Estimate "tire compound mixing" duration and include it in the project schedule	Assign story points to the stories in the backlog
Assign story points to the stories in the backlog	Estimate "tire compound mixing" duration and include it in the project schedule
Get team members' support to estimate duration or complexity	Make sure each project phase ends when an iteration ends and vice versa
Make sure each project phase ends when an iteration ends and vice versa	Get team members' support to estimate duration or complexity

**NEW QUESTION 87**

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

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

**Answer:** D

**Explanation:**

= According to the PMBOK Guide, 7th edition, the communications management plan is a component of the project management plan that describes how, when, and by whom information about the project will be shared, stored, and distributed<sup>1</sup>. It also defines the communication requirements and expectations of the project stakeholders, such as the level of detail, frequency, format, and confidentiality of the information<sup>2</sup>. Therefore, the project manager should review the communications management plan with the team members, to ensure that they are aware of and follow the agreed communication protocols and methods. This would help to address the issue of the team member who

never speaks during meetings, but sends emails afterwards, which may indicate a preference or a challenge for a different communication mode. The project manager should also encourage the team member to share their valuable suggestions during the meetings, as this would enhance the team collaboration and performance<sup>3</sup>. References:

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

? 2: PMBOK Guide, 7th edition, Chapter 4: Plan and Manage Communications, p.70-71

? 3: PMBOK Guide, 7th edition, Chapter 2: Lead a Team, p. 29-30

**NEW QUESTION 92**

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

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

**Answer:** B

**Explanation:**

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

**NEW QUESTION 97**

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

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

**Answer:** C

**Explanation:**

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

**NEW QUESTION 99**

A project manager has received a new request to integrate more features to a product. The team is fully allocated, and there is no budget to acquire new resources.

What strategy should the project manager implement to deal with this situation?

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

**Answer:** D

**Explanation:**

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

**NEW QUESTION 104**

A project team is having difficulties understanding technical details regarding requirements. The information was not initially provided by the customer, but the

information is critical in the current iteration for clarification on how tasks need to be accomplished. How should the project manager approach this situation?

- A. Educate the customer and have them participate in daily standup meeting
- B. Ⓜ
- C. Request that the customer reviews and clarifies feature definitions for the current sprint.
- D. Send a burndown chart of the current sprint to the customer and seek clarifications.
- E. Schedule weekly meetings and product reviews with the customer to clarify requirements.

**Answer:** A

**Explanation:**

In agile projects, the customer is an integral part of the project team and should be involved in the planning, execution, and review of each iteration. By educating the customer on the agile principles and practices, the project manager can ensure that the customer understands the value of frequent feedback, collaboration, and adaptation. By having the customer participate in daily standup meetings, the project manager can facilitate direct communication between the customer and the development team, and enable quick resolution of any issues or ambiguities regarding the requirements. This will help the project team to deliver the most valuable features to the customer in each sprint. References: PMBOK Guide, 7th edition, pages 55, 56, 57, 58, 59, 60, 61, 62, 63, 64, and 65. World of Project Management.

**NEW QUESTION 108**

A project manager is asked to negotiate between two team members who frequently have misunderstandings in order to reach an agreement that will advance the project. What should the project manager do?

- A. Encourage a positive ongoing relationship between both of the team members.
- B. Coach and mentor the team members to build consensus and to resolve the ongoing conflict.
- C. Organize a team-building event to improve the morale among team members.
- D. Establish common ground through collaboration and understanding the team members' needs.

**Answer:** D

**Explanation:**

The project manager should establish common ground through collaboration and understanding the team members' needs in order to negotiate between them and reach an agreement that will advance the project. This is a technique of conflict resolution that involves finding a mutually acceptable solution that partially satisfies both parties<sup>1</sup>. The project manager should facilitate a constructive dialogue between the team members, listen to their perspectives and concerns, and help them identify areas of agreement and compromise<sup>2</sup>. Encouraging a positive ongoing relationship between the team members (A) may be a good outcome of the negotiation, but it is not a technique to achieve it. Coaching and mentoring the team members to build consensus and resolve the conflict (B) may be a useful approach, but it is not a direct way of negotiating between them. Organizing a team-building event to improve the morale among team members © may be a beneficial activity, but it does not address the specific issue of the misunderstanding between the two team members. References: 1: PMBOK Guide, 6th Edition, p. 5042: Top 60+ PMP Exam Questions and Answers for 2023 - KnowledgeHut

**NEW QUESTION 113**

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

- A. Analyze the context of the issue.
- B. Evaluate the influence of the parties involved.
- C. Lead the parties to find a compromise.
- D. Escalate the problem to the project sponsor.

**Answer:** A

**Explanation:**

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

**NEW QUESTION 117**

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

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

**Answer:** A

**Explanation:**

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

#### NEW QUESTION 122

A company just started managing a project using an agile approach. Due to this change, the general manager is worried about the scope definition process for upcoming projects.

What should the project manager do to ensure the project scope is completely defined?

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

**Answer: B**

#### Explanation:

The project manager should help the sponsors and stakeholders create a clear and shared product vision that describes the purpose, features, and benefits of the product. The product vision guides the project scope and provides a common understanding of what the project aims to deliver. The project manager should also facilitate collaboration and communication between the team and the product owner, who is responsible for defining and prioritizing the product requirements. The team and the product owner should work together to refine and validate the requirements throughout the project, using feedback loops and iterative delivery. This way, the project scope is continuously aligned with the customer needs and expectations, and any changes or uncertainties are managed effectively. References:

(Project Management Professional (PMP) Reference Materials source and documents)

? A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition, Chapter 2: Value Delivery System, Section 2.3.1: Agile Principles and Values

? Agile Practice Guide, Chapter 3: Life Cycle Selection, Section 3.1: Introduction to Life Cycles

? [PMP Exam Content Outline], Domain II: Process, Task 2: Determine project scope.

#### NEW QUESTION 126

A project manager at a large corporation has been assigned to oversee a customer experience project. Within the project, customer satisfaction is a big issue and there are many unresolved customer queries on a daily basis. The project manager has been informed that the customer service team is overwhelmed with these unresolved queries.

Which two actions should the project manager take to correct this problem? (Choose 2)

- A. Ask senior management to replace the customer service manager with a more qualified one.
- B. Contact the customers in batches and inform them that the issues are being worked on currently.
- C. Deploy solutions that will track, prioritize, and resolve queries as soon as possible.
- D. Request that the customer service team prioritizes work on queries that are received this week.
- E. Confirm the issues truly exist by conducting a survey and other analyses that may detect the real issue.

**Answer: BC**

#### Explanation:

According to the PMBOK Guide, 6th edition, page 385, the project manager is responsible for managing stakeholder expectations and ensuring customer satisfaction. One of the tools and techniques for managing stakeholder engagement is communication skills, which include informing, persuading, and resolving conflicts. By contacting the customers in batches and informing them that the issues are being worked on currently, the project manager can demonstrate transparency, honesty, and empathy, and can maintain a positive relationship with the customers. Another tool and technique for managing stakeholder engagement is issue management, which involves identifying, analyzing, and resolving issues that may affect the project performance or stakeholder satisfaction. By deploying solutions that will track, prioritize, and resolve queries as soon as possible, the project manager can address the root causes of the issues, prevent them from escalating, and ensure timely and effective resolution. References:

? PMBOK Guide, 6th edition, page 385

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#### NEW QUESTION 128

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

What should the project manager do?

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

**Answer: B**

#### Explanation:

The communications management plan is a component of the project management plan that describes how project communications will be planned, structured, implemented, and monitored for effectiveness<sup>1</sup>. It also defines the communication methods, formats, frequency, and stakeholders for each type of communication<sup>2</sup>. If the key stakeholder is not satisfied with the current communication practices, the project manager should update the communications management plan to align with the stakeholder's needs and preferences<sup>3</sup>. This will help to improve the stakeholder's engagement and satisfaction with the project. References:

? 1: A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition, Chapter 4, Section 4.1.3.3

? 2: A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition, Chapter 4, Section 4.2.3.1

? 3: A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition, Chapter 4, Section 4.3.3.2

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

#### NEW QUESTION 129

A project is scheduled to end in 2 weeks. The team is expected to continue working long hours and is showing signs of weariness and fatigue.

What should the project manager do to encourage the team?

- A. Add new team members to help the project finalization.
- B. Initiate rewards and incentives according to assessment results.
- C. Schedule working lunch meetings until the project is complete.
- D. Schedule training courses to enhance team performance.

**Answer:** B

**Explanation:**

= The project manager should initiate rewards and incentives according to assessment results to encourage the team. This is because rewards and incentives can motivate the team members to perform better and overcome the challenges of the project. Rewards and incentives can also recognize the team's achievements and contributions, and increase their satisfaction and morale. Adding new team members, scheduling working lunch meetings, or scheduling training courses may not be effective or feasible in the last two weeks of the project, and may even cause more stress and confusion for the team. References: = PMBOK Guide, 6th Edition, Section 9.4.2.3, Recognition and Rewards1; PMP Exam Prep, 10th Edition, Page 3482

**NEW QUESTION 130**

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

Which benefits realization metric should the project manager use?

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

**Answer:** D

**Explanation:**

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

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

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

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

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

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

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

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

**NEW QUESTION 131**

A project manager is struggling to figure out the performance of the project teams in an agile environment. For the same scope of work, team A has calculated 100 story

points and team B has calculated 125 story points. Which team is performing better?

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

**Answer:** B

**Explanation:**

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

**NEW QUESTION 132**

A project manager is assigned to a project related to taxes, which will be managed using an agile approach. By reviewing lessons learned from a previous project,

the project manager discovers that a key stakeholder is an expert on taxes and is willing to help. How should the project manager leverage this information?

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

**Answer: B**

**Explanation:**

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

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**NEW QUESTION 133**

A large project is affecting the neighborhood in which it is located. The neighbors are not satisfied with the project, and their resistance to the project may affect the project deadline.

What two actions should the project manager take? (Choose two.)

- A. Analyze the situation and find out what is causing the neighborhood's negative attitude.
- B. Ask the customer to extend the project deadline to allow time for conflict resolution.
- C. Ask the mayor of the city to use their authority to stop neighborhood resistance.
- D. Set up a meeting with neighborhood representatives to win their cooperation.
- E. Send letters to the neighbors and ask them kindly not to disturb the project.

**Answer: AD**

**Explanation:**

= The project manager should take a proactive and collaborative approach to deal with the neighborhood resistance, which is a potential risk to the project. The project manager should analyze the situation and find out the root cause of the negative attitude, such as noise, pollution, traffic, safety, or other concerns. The project manager should also set up a meeting with the neighborhood representatives to win their cooperation and support, by addressing their issues, providing information, offering benefits, or negotiating solutions. Asking the customer to extend the deadline, asking the mayor to intervene, or sending letters to the neighbors are not effective actions, as they may escalate the conflict, damage the relationship, or ignore the problem. References:

? PMBOK® Guide 7th Edition, Chapter 8: Stakeholder Performance, Section 8.2: Engage Stakeholders, Page 205

? PMBOK® Guide 6th Edition, Chapter 13: Stakeholder Management, Section 13.3: Manage Stakeholder Engagement, Page 523

? Agile Practice Guide, Chapter 3: Implementing Agile: Creating an Agile Environment, Section 3.3: Customer Engagement Practices, Page 37

**NEW QUESTION 135**

A project scope was developed with numerous assumptions. During the execution phase, the assumptions changed, which has jeopardized the planned business value of the project.

What should the project manager do next?

- A. Deliver what was planned in the project management document according to the specifications.
- B. Update the assumptions log and change log, and implement the change control process.
- C. Inform the client that the project cannot meet the project timeline and additional costs will be incurred.
- D. Report on the changed assumptions to the project sponsor and seek support to prioritize the change requests.

**Answer: B**

**Explanation:**

According to the PMP reference materials, a project scope is the description of the project's deliverables, boundaries, and acceptance criteria<sup>12</sup>. A project scope is based on various assumptions, which are factors that are considered to be true or certain for planning purposes, but may change later<sup>12</sup>. Assumptions are documented in the assumptions log, which is a project document that records the assumptions and constraints of the project<sup>12</sup>. When assumptions change, they may affect the project scope, schedule, cost, quality, or risks, and may require changes to the project management plan or other project documents<sup>12</sup>. Changes are documented in the change log, which is a project document that records the details of all changes that occur during the project life cycle<sup>12</sup>. According to the best practices for change control process, a change control process is a process used to manage change requests for projects and big initiatives<sup>34</sup>. It involves creating a change log where project change requests are tracked and reviewed by a change control board, which is a group of people from the project team that meets regularly to consider changes to the project<sup>34</sup>. The change control board decides on the viability of the change request or makes recommendations accordingly, and communicates the decision to the project team and the client<sup>34</sup>. The change control process helps to ensure that changes are aligned with the project objectives, stakeholder expectations, and customer demand, and that they are implemented with the least amount of disruption to the project plan<sup>34</sup>.

Based on these principles and practices, the best answer is B, which is to update the assumptions log and change log, and implement the change control process. This answer follows the guidelines for managing changes that affect the project scope and other aspects of the project, and helps to maintain the project's alignment with the planned business value. The other options are not the best actions to take for this scenario, as they either do not address the root cause of the problem, or they are not appropriate or effective for the situation. Delivering what was planned in the project management document according to the specifications (A) may not be possible or desirable, as it may not meet the customer's needs or expectations, or it may result in poor quality or wasted resources. Informing the client that the project cannot meet the project timeline and additional costs will be incurred © may not be accurate or helpful, as it may not reflect the actual impact of the changes, or it may damage the client's trust and satisfaction. Reporting on the changed assumptions to the project sponsor and seeking support to prioritize the change requests (D) may not be sufficient or necessary, as it may not involve the other stakeholders or the change control board, or it may delay the change management process. References: 1: Develop Project Management Plan - Project Management Institute 2: Project Scope Management - Project Management Knowledge 3: What Is a Change Control Process? (with Example Change Log ... - Asana 4: Change Control Board: Roles, Responsibilities & Processes - ProjectManager

**NEW QUESTION 136**

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