

Exam Questions PMP

Project Management Professional

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NEW QUESTION 1

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

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

Answer: A

NEW QUESTION 2

A company is about to start a complex research project. Due to the level of uncertainty, the project manager recommends the use of a hybrid approach; however, the organization only has experience with predictive projects. How can the project manager strategize the use of a hybrid approach to the organization?

- A. Present the benefits of a hybrid approach to key stakeholders to get their support.
- B. Create a project change request to execute the project using a hybrid approach.
- C. Send a letter to the project management office (PMO) requesting to use a hybrid approach.
- D. Submit a notification to the project team confirming they will be using a hybrid approach on the project.

Answer: A

NEW QUESTION 3

A new engineer was assigned to a project. Although the engineer has adequate skills for the job, they always wait for authorization from the project manager before acting. What should the project manager do?

- A. Obtain related training for the new team member.
- B. Determine the appropriate level of decision-making authority and empower the engineer.
- C. Make all of the decisions for the engineer in order to keep the workflow on track.
- D. Replace the resource with an experienced engineer.

Answer: B

NEW QUESTION 4

A construction company is executing a building contract that includes firm milestones for replacing certain components of the building. During execution, the client complains that the new components do not meet the requirements. What should the project manager have done to prevent this from happening?

- A. Defined acceptance criteria in a quality checklist agreed upon before starting the build phase
- B. Approved a detailed change management process before starting the build phase
- C. Provided compensation for issues due to the variance in the agreed-upon requirements
- D. Continuously communicated the changes in the work plan and the agreement to the client

Answer: A

NEW QUESTION 5

A project is ready to start, and resources are allocated. The development manager then informs the project manager that a critical resource is no longer available due to a family emergency. The development manager indicates that all other developers have been assigned to other projects, and there is no capacity for any developer to take on additional work. What should the project manager do next to fulfill this resource need?

- A. Determine resource allocation options based on project priority.
- B. Apply changes to the existing resource allocations and inform the development manager.
- C. Meet with the sponsor to determine how to rebaseline the schedule.
- D. Inform the sponsor of the situation and request an extension of the target completion date.

Answer: A

NEW QUESTION 6

During execution of a complex project, the project manager encounters numerous change requests from various teams. These changes may result in the project not meeting its objectives. How should the project manager ensure that these changes are managed effectively?

- A. Include the changes in the backlog and review priorities with the product owner.
- B. Record the changes using the risk register and continue monitoring.
- C. Deny the change requests and keep delivering the project as planned.
- D. Review the project and communications management plan with the main stakeholder.

Answer: A

NEW QUESTION 7

An organization is transitioning to an agile delivery approach. There is only one project that is being used as a pilot for the new approach. The project management

office (PMO) manager has asked the project lead how communications with the project team and the stakeholders will be managed. What should the project lead recommend?

- A. Send the weekly report to the PMO and the product owner, and use a kanban board for the project team.
- B. Send weekly reports to the PMO, and use a kanban board for the product owner and the project team.
- C. Invite the PMO manager to the daily standup with the project team and product owner.
- D. Send weekly reports to all stakeholders, including the project team and the product owner.

Answer: C

NEW QUESTION 8

A healthcare company is in the process of deploying an innovative healthcare solution globally. The project team has completed a limited release. The stakeholders have raised concerns about global healthcare guidelines and risks. What should the project manager do next?

- A. Evaluate lessons learned from similar projects prior to deployment.
- B. Perform a qualitative risk analysis on the identified project risks.
- C. Review compliance and regulatory requirements with stakeholders.
- D. Conduct a feasibility analysis of deploying the solution globally.

Answer: C

NEW QUESTION 9

A project team has established contracts for purchasing vehicles and construction services. In the middle of project execution, the team learns that the vehicle supplier cannot deliver the vehicles. There is not enough time to find a new supplier without delaying the project. Which action should the project manager take to procure the vehicles?

- A. Ask the technical team to revise the requirements, even if it requires extra budget.
- B. Arrange a meeting with the client to request additional time to find a new supplier.
- C. Review the existing service contracts to find an option to help procure the vehicles.
- D. Procure the vehicles from another supplier and report the change to the change control board (CCB) later.

Answer: C

NEW QUESTION 10

A project manager for a software development company faces a number of financial risks in their project. The project manager needs to frequently check the strength and efficiency of the risk management process. What should the project manager use to accomplish this?

- A. Stakeholder register
- B. Brainstorming session
- C. Audit meeting
- D. Assumption log

Answer: C

NEW QUESTION 10

A company has started developing a new product. During execution the project team notices that another competitor has launched a product with very similar functionalities and a cheaper market price. What should have been done differently to avoid this scenario?

- A. A minimum viable product (MVP) should have been released to get feedback from the market.
- B. More backlog refinement meetings should have been scheduled.
- C. The Kanban method should have been utilized to optimize the work in progress (WIP).
- D. An iterative life cycle approach should have been adopted.

Answer: A

NEW QUESTION 11

product development team has team members located in four different countries. A senior manager is assigned the task of recruiting a project manager to manage this project and the virtual team. Which skill is required for a project manager to successfully manage this team?

- A. Speaks several languages and has lived in different countries
- B. Possesses strong interpersonal skills to drive high-performing virtual teams
- C. Plans and controls every aspect of the team's deliverables to avoid surprises
- D. Implements the organization's standards and processes for the project

Answer: B

NEW QUESTION 13

A project that is using an incremental approach has colocated team members and is using a kanban board to visualize the work in progress (WIP). A key external stakeholder requests that all project activities be placed on hold until a status report is distributed. What should the project manager have done to avoid this situation?

- A. Stored project documentation in a shared folder.
- B. Organized monthly meetings with the external stakeholders.
- C. Invited all of the stakeholders to daily standup meetings.

D. Sent weekly status update reports to all of the stakeholders.

Answer: A

NEW QUESTION 18

A project manager is preparing to start a new project in which the team members are distributed geographically across different countries. The project manager is using the communications management plan to engage the team members and find a communication method that suits everyone. How should the project manager continually evaluate the effectiveness of the virtual team's engagement?

- A. Collect feedback from the team to discuss alternatives to enhance the communication.
- B. Conduct individual meetings to create a trusting environment with team members.
- C. Establish periodic face-to-face meetings and address the communication topic.
- D. Hold meetings in accordance with the team members' preferences and availability.

Answer: A

NEW QUESTION 21

A key project team member is out on sick leave in the middle of a critical project iteration. The project sponsor learns that any delay with the end-of-iteration release will displease the business stakeholders. Although all team members are cross-functional, they are also working close to full capacity. What should the project manager do to address this situation?

- A. Discuss the issues with the sponsor to fully convey the problem of the unavailable resource and the amount of work being done.
- B. shared.
- C. Discuss this with the sponsor and hold a meeting with the stakeholders so all of the team challenges can be shared.
- D. Discuss this with the team so they can complete the work of the unavailable team member and aim for the release deadline.
- E. Discuss this with the team so they are able to reprioritize critical tasks and aim for the release deadline.

Answer: B

NEW QUESTION 25

A project manager joins a team that is providing a customized enterprise resource planning (ERP) system to a client. A potential design problem is identified by the development team. After reviewing this issue with the project owner and team members, all agreed to revise the design to avoid a system defect when deployed. The design is already approved. What should be the project manager's next steps?

- A. Inform the client of the problem and follow the change request process.
- B. Amend the design specifications and pass them to the development team for reprogramming.
- C. Make a change request and get formal approval from the project owner.
- D. Conduct a proof of concept to make sure there are no problems in the revised design.

Answer: C

NEW QUESTION 28

A project manager has just been hired by a company without a project management governance structure. During the kick-off meeting, a key stakeholder emphasizes the importance of the project meeting the company's strategy, investment, and compliance requirements. What should the project manager do?

- A. Replicate the organizational governance to the project governance.
- B. Put into place a project governance model in line with the requirements.
- C. Create an organizational project management governance.
- D. Ask the organization to create a project portfolio governance.

Answer: B

NEW QUESTION 31

Project acceptance criteria include on-site training for the new users of a system. Due to unforeseen circumstances, all team members have to work remotely for an indefinite period of time. What should the project manager do?

- A. Reschedule on-site training to online sessions.
- B. Create a risk and assign remediation actions.
- C. Cancel all of the on-site training sessions.
- D. Document the project issue and provide options.

Answer: D

NEW QUESTION 36

A project manager is leading a strategic and competitive advantage project for a healthcare organization that is in its testing phase. The team has been working on this project for 6 months, and the morale of the team is low due to the schedule. What can the project manager do to motivate the team?

- A. Continue to perform the last phase of the project with the project team as this will benefit the organization and provide a competitive edge.
- B. Talk to the business team about the project phase and the team's commitment, and request a monetary reward for the team.
- C. Speak with the project management office (PMO) and request a 2-week extension of the schedule so the team can have rotational time off.
- D. Meet with the horizontal team managers to recognize the team members and give rewards and promotions upon completion of the project.

Answer: B

NEW QUESTION 41

A project manager is leading a project with strict time constraints. In team meetings, one of the team members is always silent. The project manager determines that this team member is not knowledgeable about the technology solution. The project manager is concerned that this problem will impact productivity. What should the project manager do?

- A. Assign an experienced team member to work with this member on a daily basis in order to become knowledgeable about the technology.
- B. Arrange formal training for this member to gain sufficient knowledge to reduce the impact on team performance.
- C. Let this team member understand the urgency and encourage them to spend extra time to become knowledgeable about the technology.
- D. Let the team lead the meeting discussions so that every member has a chance to prepare and speak up.

Answer: B

NEW QUESTION 43

A project is on its fourth iteration out of six. During iteration planning, a team member informs the project manager that their computer is not working. What should the project manager do next?

- A. Suggest that the team member contact the IT department.
- B. Facilitate a priority resolution of the issue with the IT department.
- C. Update the issue log and escalate the problem to the product owner.
- D. Ask the other team members to step in and do the work.

Answer: B

NEW QUESTION 47

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 two)

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

Answer: BC

NEW QUESTION 51

A project team's performance is being impacted by impeding internal procedures that are affecting the progress of activities and team autonomy. What should the project manager do first to address this situation?

- A. Try to remove the barriers and empower team members.
- B. Ask the organization to improve the internal procedures.
- C. Train the team members on the organization's procedures.
- D. Discuss the issue in the next sprint review meeting.

Answer: A

NEW QUESTION 53

A large project requires new equipment to support the project execution. The procurement manager communicated to the project manager that the delivery of the newly purchased equipment will be delayed. The project manager is concerned that this will directly effect the project schedule.

What should the project manager do next?

- A. Validate the information and update the risk management plan.
- B. Update the risk register and discuss it with the project stakeholder
- C. b
- D. Source second-hand equipment in order to prepare for any delivery delays.
- E. Update the sponsor of the potential issue and ask for any suggestions.

Answer: B

NEW QUESTION 57

A project manager is leading a cross-departmental project that involves many stakeholders. During the project, the project manager observes that the stakeholders are diverse and have different expectations about how the project should be handled. This leads to frequent confusion and misunderstandings among the stakeholders. What should the project manager do to integrate the diverse stakeholder groups?

- A. Advise the team members to focus on project work and avoid getting distracted by the stakeholders' disagreements.
- B. Hold separate meetings with the individual stakeholders and escalate their concerns to the project sponsor.
- C. Develop a joint quality policy for the project and seek a commitment by all of the departments.
- D. Analyze the probability and impact of the risks linked with the situation and implement the proper response plan.

Answer: C

NEW QUESTION 60

A credit collection company is implementing new software to assist customer service agents when calling clients for payments. The software will benefit the company by freeing up staff to work on other projects. Several business areas want to take advantage of this benefit.

What should the project manager do?

- A. Request all of the business areas to plan for a portion of the benefit equally and include it in their staffing plans.
- B. Set up a stakeholder session with all teams to agree and document the benefits and establish ownership.
- C. Ask the project sponsor for approval to distribute the project benefits equally to the business areas.
- D. Ask the project sponsor to make a decision on who will own the benefit and document the decision.

Answer: B

NEW QUESTION 65

A project manager is leading a software development project that will assist in maintenance management for a power plant. The project manager is analyzing project performance data and trying to forecast if the project will have any slippage in the future. What should the project manager do?

- A. Perform quality control analysis.
- B. Perform root cause analysis (RCA).
- C. Perform trend analysis.
- D. Perform schedule analysis.

Answer: C

NEW QUESTION 70

A project manager is part of an organization that is assessing the use of agile delivery approaches. A new project management office (PMO) manager who had a bad experience with a Scrum approach recommended that the project board replace Scrum with a predictive approach. What should the project manager do?

- A. Review the benefits realization plan to include the cost of the change.
- B. Define a project management plan for the new approach, as needed.
- C. Define a risk management plan for the new approach, as needed.
- D. Review the communications management plan to identify new stakeholders.

Answer: A

NEW QUESTION 71

Drag the communication event on the left to the main subject discussed during the event on the right.

Communication event	Main subject
Daily meeting	Goal for this iteration
Iteration retrospective	Development flow
Iteration planning	Backlog items completed or not
Iteration review	Continue, stop, or start actions

- A. Mastered
- B. Not Mastered

Answer: A

Explanation:

Communication event	Main subject
Daily meeting	Iteration planning
Iteration retrospective	Daily meeting
Iteration planning	Iteration review
Iteration review	Iteration retrospective

NEW QUESTION 73

A project manager is managing a mobile application development project when one of the experienced team members starts missing deadlines. The delays will impact project implementation. What should the project manager do next?

- A. Meet with the team member to understand their concerns and/or issues.
- B. Convene a team meeting to encourage and motivate the entire team.
- C. Assign an additional resource to help the team member with the tasks.
- D. Ask the team member's functional manager if there are any known issues.

Answer: A

NEW QUESTION 76

A project has met the agreed-upon product requirements and is closing. There is time remaining in the schedule and excess budget. The resources are not yet scheduled to move to other projects. Several product champions want to continue adding functionality to the product. What should the project manager do?

- A. Use the remaining time and resources to add additional scope to the project without spending the project budget.
- B. Ensure product quality by spending the remaining resources and time on additional quality checks for the product.
- C. Acknowledge the project closure criteria has been met and release the remaining budget and resources.
- D. Obtain approval from the sponsor to add additional functionality to the project deliverables with the leftover budget.

Answer: C

NEW QUESTION 79

A project team is trying to meet the milestone target dates in order to receive a bonus promised by the project sponsor. Unforeseen challenges and poor communication among the team members resulted in mistakes and delays. Tensions are high, and the sponsor is concerned. What should the project manager do?

- A. Schedule a team-building activity to boost the team's morale.
- B. Discuss with the team how the project objectives can be met.
- C. Organize a team meeting to remind the team of the ground rules.
- D. Request that the sponsor increase the bonus for high performers.

Answer: A

NEW QUESTION 83

A team has developed and tested new software to control airplanes during flights. There are several regulatory requirements that must be met. What should the project manager do to meet these requirements?

- A. Determine potential threats regarding compliance with the regulations.
- B. Ask human resources (HR) to assign a compliance specialist to the team.
- C. Validate that the software is compliant with standards and regulations.
- D. Measure the extent to which the project complies with the regulations.

Answer: A

NEW QUESTION 84

A project manager is working on an enterprise resource planning (ERP) initiative that contains stakeholders spanning numerous business lines. The project manager begins to identify, evaluate, and categorize the stakeholder relationships to the program. What is the purpose of this process?

- A. Identify all stakeholders who can negatively affect the project.
- B. Incorporate the needs of all stakeholders into the communications management plan.
- C. Incorporate only primary stakeholders into the communications management plan.
- D. Identify all stakeholders who can positively affect the project.

Answer: B

NEW QUESTION 86

During iteration planning, team A identifies that an important deliverable is dependent upon a deliverable from team B. What should the project manager do?

- A. Inform team B of the dependency and ensure that the deliverable is planned.
- B. Make team A a part of team B and ensure that the deliverable is ready.
- C. Request team B to immediately start this activity and deliver to team A.
- D. Ask team B to focus on their backlog and deliver based on their priority.

Answer: A

NEW QUESTION 90

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

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

Answer: B

NEW QUESTION 92

A project manager is assigned to a global project with dispersed team members. Previously, when working with remote teams, the project manager observed that team members do not tend to produce quality work.

What should the project manager do to ensure the project is completed on time with quality?

- A. Encourage the team to participate in a peer evaluation activity by the end of the project.
- B. Introduce the use of time sheets and ask team members to review and submit them regularly.
- C. Arrange regular team meetings for the team to update one another on the progress of their assigned tasks.
- D. Meet with the team together and in one-on-one meetings to set clear, shared targets.

Answer: C

NEW QUESTION 97

A project manager is working on a multinational project that has more than 100 stakeholders. The project manager is concerned about the appropriate stakeholder participation and involvement level required for successful project delivery. What should the project manager do?

- A. Communicate with the stakeholders to find a solution.
- B. Review the issue log with the project stakeholders.
- C. Evaluate the stakeholder engagement assessment matrix.
- D. Perform a stakeholder assumption and constraint analysis.

Answer: C

NEW QUESTION 100

A project manager noticed that the functional manager is not cooperating with staff assignment schedules and is always finding excuses not to release the requested staff.

What should the project manager do first?

- A. Ask the leadership team for help obtaining the needed staff.
- B. Check with human resources (HR) regarding the availability of staff.
- C. Have a direct talk with the functional manager to understand the reasons behind their attitude.
- D. Evaluate the impact caused by the delay of forming the team and confront the functional manager.

Answer: C

NEW QUESTION 104

During a kick-off meeting, the project manager notices that one of the stakeholders responsible for providing key information to the team has a low level of participation. This stakeholder believes that there will be no benefit from implementing the project. The project manager realizes that this could be a high risk for the project.

Which action should the project manager take?

- A. Facilitate a supportive level of engagement for this stakeholder.
- B. Ask the project sponsor for advice as it might be possible to work with another stakeholder.
- C. Perform a qualitative risk analysis using a probability and impact matrix.
- D. Ensure the key information is accurate and monitor the situation as the project progresses.

Answer: A

NEW QUESTION 108

A project manager is assigned to a critical software development project. The team is using a hybrid approach and has divided development into four sprints. At the end of sprint three, the project manager discovers that the earned value (EV) is US\$500,000 and the planned value (PV) is US\$550,000.

What should the project manager do?

- A. Introduce a float.
- B. Adjust the budget.
- C. Adjust the project time line.
- D. Fast track the project.

Answer: D

NEW QUESTION 112

An external project manager is managing the construction of new corporate offices for a large company. The project management plan states that it is necessary to contract a highly trained external resource to revise and validate an important project component. The client has rejected hiring the external resource because of the high cost, even though it is within the project budget. What should the project manager do to resolve this issue?

- A. Evaluate the consequences and meet with the client to explain the possible scenarios.
- B. Hire the resource in order to achieve the project objectives.
- C. Try to accomplish the task internally by leveling resources from other projects.
- D. Ask the client for a meeting and explain that the task will not be performed.

Answer: A

NEW QUESTION 116

A project team consisting of various professionals of different nationalities is struggling to achieve their project deliverables. What should the project manager do?

- A. Provide the team with support to solve their own problems.
- B. Inform the project sponsor and train the entire team.
- C. Ask the human resources (HR) department to conduct performance training.
- D. Ask the functional department manager to replace the team members.

Answer: A

NEW QUESTION 117

During a project's execution phase, two team members are having conflicts with other team members within the team on technical and interpersonal levels. Which two actions should the project manager take first to address this conflict? (Choose two)

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

Answer: BD

NEW QUESTION 122

A project manager meets with the development team to estimate the time required to complete a software application. The software developers are new to the company, and they have never developed a similar application.

Which estimation technique should the project manager recommend?

- A. Planning poker
- B. Parametric estimating
- C. Three-point estimating
- D. Analogous estimating

Answer: C

NEW QUESTION 126

The project sponsor reports that a key stakeholder is complaining about performance differences in the metrics reported by the project manager, which gives the impression that the project is out of control. The project manager has been providing the project's status according to the agreed-upon communications management plan. This key stakeholder, however, seldom attends the status report meetings.

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

- A. Evaluate the communication needs to discover the gaps and adjust the original plan if needed.
- B. Use the contingency reserves to implement fast tracking and improve the schedule key performance indicators (KPIs).
- C. Review the resource breakdown structure (RBS) to request the main stakeholder's manager to replace the stakeholder.
- D. Provide evidence to the project sponsor that the project is on track and the communications have been sent.

Answer: A

NEW QUESTION 131

A project manager is well informed on the industry standards of the organization and believes that they are not reflected in the project deliverables. What should the project manager review next?

- A. Quality process
- B. Quality management plan
- C. Organizational process assets (OPAs)
- D. Project charter

Answer: C

NEW QUESTION 132

Knowledge sharing has been a key priority for a complex technological project with a large number of team members. During the project execution phase, the project manager receives numerous complaints from all team members that they are overloaded with knowledge-sharing emails, which contain useful information but are unmanageable due to the high volume. What should the project manager do to solve this problem?

- A. Establish an unofficial communications method for the team to share knowledge and lessons learned.
- B. Establish a pull communications method to access knowledge repositories and lessons learned.
- C. Establish an interactive communications method between stakeholders to share knowledge and lessons learned.
- D. Establish a push communications method for the team to share knowledge and lessons learned.

Answer: B

NEW QUESTION 134

An agile project for a database migration impacts nearly all business units of the corporation. Every effort has been made to complete the migration before the end-of-support date for the database platform. A new impediment now implies the need to continue use of the old platform another year at a higher support price. What should the product owner do about this situation?

- A. Reprioritize the backlog based on value and cost of delay divided by duration.
- B. Switch to a predictive approach to prevent any further delays to completion.
- C. Reprioritize the backlog based on story size and competence availability.

D. Remove low-value items from the backlog to compensate for the higher cost.

Answer: D

NEW QUESTION 138

A project manager is newly appointed to lead a project team that will be working remotely. The project manager decided to use a set of tools that worked well for previous projects. However, a few team members are not happy with this plan. What should the project manager have done to avoid this?

- A. Asked the project sponsor for approval to purchase the newest collaboration tool on the market.
- B. Met with the project team to determine their collaboration needs and identified tools that will work best.
- C. Allowed the project team members to use the tools that will work best for them for this project.
- D. Delegated the responsibility of selecting the collaboration tools to the project's technical lead.

Answer: B

NEW QUESTION 139

A consultancy firm is finally selected and contracted for a project following an extensive and competitive procurement process. A few months into project execution, the client asks the project manager why the consultant is contracted for only 18 months instead of the full 32-month-long project. The project manager will need to carry out an unplanned second bidding process to ensure services are in place until the end of the project. What should the project manager have done to prevent this?

- A. Developed a detailed, phased procurement management plan including all activities required and had the client approve it.
- B. Included the client in all negotiation phases with the consultancy to obtain their advanced approval before signing the contract.
- C. Prepared and negotiated a second contract with the consultancy firm for the remaining 14 months after the first contract signature.
- D. Agreed beforehand with the client on the frequency of reporting on the status of the procurement activities within the project.

Answer: A

NEW QUESTION 144

A project is comprised of team members who are not engaged and committed to project success. What should the project manager do to address this situation?

- A. Accept the situation knowing there is schedule slack available to release on an incremental basis when necessary.
- B. Call each team member to gain their perspective on the problem, then bring the whole team together to discuss a solution.
- C. Send each team member a direct email indicating that disciplinary action is likely if they do not change their attitude.
- D. Contact the project sponsor to request approval to release the current team and hire replacement personnel.

Answer: B

NEW QUESTION 145

During the execution phase of a project, a new department has been created in the company. The manager of this department has requested to be involved in the regular project communications and reporting cycles. What should the project manager do?

- A. Ask the project team members to include the manager in all of their communications regarding this project.
- B. Inform the manager that only stakeholders identified in the communications management plan should be involved.
- C. Perform a stakeholder analysis and update the communications management plan to reflect the new situation.
- D. Suggest the manager contact the steering committee and project management office (PMO) to be included.

Answer: C

NEW QUESTION 147

A project manager is planning a project with multiple work packages. Each work package has its own defined scope, but funding will be at the project level. How should the project manager determine if the allocated resource budget is sufficient to cover the resource costs of the project?

- A. Divide the allocated budget by the number of work packages and verify that each work package can be completed within the allocated budget.
- B. Estimate the costs at the work package level and add those costs to calculate the total cost of the project and compare it to the allocated budget.
- C. Create a budget burndown and a scope burnup and then verify that the project scope is completed before the allocated budget is depleted.
- D. Fund each work package in the order of its importance and shift any remaining scope from nonfunded work packages to funded work packages.

Answer: B

NEW QUESTION 149

A project manager is leading a technically complex project. The project is part of a strategic program of work and the first to use an agile approach. One of the board members is interested in attending a meeting to see how the delivery of the project scope is progressing. What should the project lead do?

- A. Invite the board member to the next daily standup.
- B. Invite the board member to the next sprint retrospective.
- C. Invite the board member to a separate demo.
- D. Invite the board member to the next sprint review.

Answer: D

NEW QUESTION 150

A startup company has just appointed a CEO that has no prior project experience. The CEO wants to execute projects with their own resources and has appointed

a project manager.

What should the project manager recommend that the CEO do first?

- A. Create a framework to justify project execution.
- B. Utilize an agile approach for all upcoming projects.
- C. Create a framework to support project success.
- D. Utilize a predictive approach for all upcoming projects.

Answer: C

NEW QUESTION 152

Drag the items on left side to the matching term within the correct project approach on the right side.

are controlled as requirements and constraints emerge	Predictive	Requirements
are elaborated frequently during delivery		Changes
are continuously involved		Risk and Cost
are controlled by detailed planning		Key Stakeholders
are defined up-front before development team begins	Agile	Requirements
are constrained as much as possible		Changes
are incorporated in real-time during delivery		Risk and Cost
are involved at specific milestones		Key Stakeholders

- A. Mastered
- B. Not Mastered

Answer: A

Explanation:

Graphical user interface, application Description automatically generated

NEW QUESTION 155

A few developers have identified a list of impediments at the daily standup and are asking for the project lead's assistance in prioritizing them. There are a few complex backlog items, and a new junior tester has identified a few compliance defects. The product owner and a couple of developers will be leaving the project team, and the contract with the test and production support partner will not be renewed.

Which issue should the project lead focus on first?

- A. Developing a new contract for production support.
- B. Finding a new product owner to prioritize the product backlog.
- C. Regulatory compliance issues discussed in the meeting.
- D. Recruiting, onboarding, and training new developers.

Answer: B

NEW QUESTION 158

A protect team is working remotely on a solution The client wants the solution as soon as possible and is uncomfortable because the team members are not colocated In addition the client expressed concerns about the understanding of the project context and the team's decision-making process

What should the project manager do?

- A. Update the communications management plan to satisfy the client's request
- B. Request the client to attend the daily meetings with the project team
- C. Encourage the client to interact with the protect collaboration platform
- D. Ask the product owner to frequently communicate with the stakeholders

Answer: C

NEW QUESTION 162

A customer's technical lead discussed a new feature with the project manager. The project manager believes the new feature will boost performance significantly and adds it as a high-priority item in the sprint backlog. At the end of the sprint, all of the planned stories were not completed because the new feature took more time.

What should the project manager do next?

- A. Receive an agreement from the product owner and add the new story to the product backlog.
- B. Agree with the project team to modify and delete some of the stories in the current sprint backlog.
- C. Obtain approval from the project team and add the new story to the product backlog.
- D. Negotiate with the scrum master before adding the new story to the sprint backlog.

Answer: A

NEW QUESTION 165

An agile project manager notices that one of the team members is developing extensive knowledge in a specific matter. Other team members are likely to require this knowledge in the future.

What should the agile project manager do?

- A. Ask the team member to develop more expertise and become a subject matter expert (SME).
- B. Ask the team member to provide a training session for the rest of the team.
- C. Ask the team member to produce a lessons learned document and share it with the team.
- D. Ask the team member to record highlights the team may want to know.

Answer: C

NEW QUESTION 169

A project manager is leading a hybrid project that is building an app for a travel industry startup. Due to unforeseen events, the features and the overall solution will not be useable by many customers due to new travel restrictions.

What should the project manager do first?

- A. Release the team and help them achieve their potential on a new project.
- B. Ask the organization's management for advice regarding the project's direction.
- C. Assess the environmental changes and recommend a pivot for the project.
- D. Pause the project if business value cannot be reached and collect lessons learned.

Answer: B

NEW QUESTION 171

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

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

Answer: C

NEW QUESTION 172

A project manager is managing a project that requires specialized architecture services. This project was identified as a high risk for the organization. The project manager works with an external architect who is highly specialized. However, the architect will soon resign because they accepted an offer from another firm. What should the project manager do next?

- A. Discuss this with the project team, assess the impact, and decide on the appropriate actions to follow.
- B. Ask the architect for the contact details for their new employer and call their account manager.
- C. Call the account manager and ask them to retain the expert by offering them an incentive.
- D. Escalate the issue to the procurement department and ask them to discuss this with the vendor firm.

Answer: A

NEW QUESTION 174

A primary stakeholder is unable to join the project status meetings consistently. The project manager has been communicating with this stakeholder informally and regularly to ensure that the stakeholder is up to date on the project. However, the project manager has recently resigned and will not be meeting with the new project manager prior to departure.

How should the project manager ensure that the new project manager continues to update this particular stakeholder?

- A. Update the communications management plan with specific information on stakeholder engagement.
- B. Update the stakeholder engagement plan with the specific communication needs for the stakeholder.
- C. Ensure that the project team has been provided guidance on the specific needs of this stakeholder.
- D. Ensure that the project documents contain specific instructions regarding the stakeholder.

Answer: A

NEW QUESTION 175

A project is on its second iteration out of six. The team realizes that a key deliverable will depend on the acquisition of a new device.

What should the project manager do?

- A. Register a risk and escalate it to the project sponsor.
- B. Include the responsibility for acquisition with the core team.
- C. Detail the reason for the deliverable delay in the status report.
- D. Invite the stakeholders to discuss prioritization of a new deliverable.

Answer: D

NEW QUESTION 177

A project manager is leading a hybrid project funded by a time and materials (T&M) agreement. The project was completed, and the client accepted the delivery of the product. One week later, the client asked the project manager to fix two defects they found in the product. The project manager responded with an estimate of time and money and asked the client to confirm this. The client disagreed and insisted that the work should be done for free because it is a defect in the product. What should the project manager have done to prevent this?

- A. Trained client engineers to support the product after its delivery.
- B. Reviewed the project quality control plan with the client.
- C. Suggested a fixed-cost basis and included free bug fixes for 1 month.
- D. Planned how the delivered product will be supported after its delivery.

Answer: D

NEW QUESTION 178

A company is transitioning projects from a predictive to an agile approach. The CFO is concerned that one of the agile projects has an important feature for the financial department that is being delayed for a later iteration. What should the project manager do to clarify the situation?

- A. Create an executive board to review the product backlog and replan the next iterations.
- B. Clarify with the CFO that the prioritization process is based on business value.
- C. Request support from the CEO on how to deal with the situation.
- D. Increase the size of the team in order to match any prior expectations of the CFO.

Answer: B

NEW QUESTION 183

A project is on its fifth iteration out of six. One member of the team has left the company unexpectedly. What should the project manager do next?

- A. Detail the reason for the project delay in the status report.
- B. Invite the stakeholders to discuss a mitigation plan.
- C. Take on some of the necessary work to minimize the impact.
- D. Register an issue and escalate it to the project sponsor.

Answer: B

NEW QUESTION 187

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

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

Answer: C

NEW QUESTION 190

A team member who is working on a critical project deliverable reported that their computer is not working. The IT department says that due to a high workload, they will not be able to provide assistance for 1 week. How should the project manager address this situation?

- A. Ask the team member to find an innovative solution or workaround to overcome the issue and avoid project delays.
- B. Schedule a meeting with the project sponsor to request a budget to buy or rent a new computer.
- C. Explore options with the IT department to expedite the necessary repairs based on criticality of the project.
- D. Use project reserves to buy new equipment to avoid an impact to the critical path of the project.

Answer: C

NEW QUESTION 192

A project manager is leading a project team composed of members with varying levels of knowledge and experience. Some are experts and some have less than 1 year of experience. The project schedule was approved by the steering committee. What should the project manager do?

- A. Ask the less-experienced members to perform tasks exactly as they are instructed by the experienced members.
- B. Ask each experienced member to be the mentor to one of the less-experienced members.
- C. Ask the more experienced members to review all of the tasks performed by the less-experienced members.
- D. Ask the resource manager to replace the less-experienced members with more experienced team members.

Answer: B

NEW QUESTION 197

A project team is working on the design of a solution for a complex project. Due to a lack of clarity of the customer's requirements, daily meetings were agreed upon between the team and the customer. There are a few external contractors in the project who do not agree with this idea as they feel it is a waste of time. What should the project manager do?

- A. Welcome and involve the contractors as part of the project team.
- B. Ask the contractors to meet with the customer independently.
- C. Ask the customer to develop a document with the requirements.
- D. Warn and penalize the contractors who do not attend the meeting.

Answer: A

NEW QUESTION 199

A project manager is using an agile approach. During the sprint planning meeting, the product owner flagged a backlog item as high business value and easy to implement. However, the other team members identified a high dependency between this item and another item that is flagged as low business value and high complexity.

What should the project manager do to support the backlog prioritization?

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

Answer: C

NEW QUESTION 203

A project manager is in a cross-functional agile team. The project manager has been assigned a software project with multiple features that will take the team about a year to complete. The CEO is insisting that the solution needs to meet business goals for the year end, which is due in 6 months. What should the project manager do to align stakeholders' needs and expectations?

- A. Work with the stakeholders to create a prioritized backlog and release a roadmap.
- B. Modify the requirements to those that can be completed in 6 months.
- C. Implement fast-tracking and crashing activities to complete the project in 6 months.
- D. Include all stakeholders in daily scrum meetings to keep them informed.

Answer: A

NEW QUESTION 206

During initiation of a new product improvement project, a project manager finds historical data showing that a similar project resulted in customers complaining of an even worse user experience compared to the previous product version. How can the project manager prevent this outcome in the new project?

- A. Hire a consultant to perform a benefit analysis as an input to the project charter.
- B. Define a user focus group as external stakeholders with a high influence on outcomes.
- C. Define a high-level risk and plan mitigation after completing the work breakdown structure (WBS).
- D. Hire a team of external users to perform acceptance testing on the product.

Answer: B

NEW QUESTION 209

A customer is concerned about the time required to complete a project and is asking the project team to reduce the number of iterations required to complete the product. Which approach should the project manager take?

- A. Ask the team to raise blockers or impediments in daily meetings.
- B. Prioritize deliverables based on business value and define frequent releases.
- C. Ask the team to challenge the project estimations for a faster delivery.
- D. Prioritize the tasks with high risks to reduce the number of iterations required.

Answer: B

NEW QUESTION 214

A project manager is part of an organization that is assessing the use of agile delivery approaches. A new project management office (PMO) manager who had a bad experience with a Scrum approach recommended that the project board replace Scrum with a predictive approach. What should the project manager do?

- A. Review the benefits realization plan to include the cost of the change.
- B. Define a project management plan for the new approach, as needed.
- C. Define a risk management plan for the new approach, as needed.
- D. Review the communications management plan to identify new stakeholders.

Answer: A

NEW QUESTION 215

A project manager is performing the scrum master role for a project team of developers. At the daily standup, a couple of developers complain about the noise from a neighboring team, the performance of their laptops, and the difficulty in booking meeting rooms.

What should the project manager do?

- A. Acknowledge the impediments and facilitate their resolutions.
- B. Note the impediments and escalate them to the product owner.
- C. Note the impediments and work on addressing them later.
- D. Assign actions to all stakeholders and oversee their implementation.

Answer: A

NEW QUESTION 217

An organization is initiating a project that will be using new technology. The complexity of the project requires excellent technical skills. After reviewing the proposed project management plan, the project sponsor asks for options to reduce the labor cost without introducing risk to the project delivery. What should the project manager do first?

- A. Review the risk register and assign functional managers as resources.
- B. Analyze the resource pool and assign internal resources who participated in past projects.
- C. Perform an analysis of the key cost drivers and present alternatives.
- D. Review the work breakdown structure (WBS) to ensure there are adequate resources.

Answer: C

NEW QUESTION 220

A large matrix organization is adopting a new communications approach. This is necessary because their projects often require the resourcing of expert knowledge in the form of specialists from various departments and divisions. What should the project manager do to set up effective communications?

- A. Plan on transmitting the information in an easily understandable manner.
- B. Focus on the recipients' needs and not the information itself.
- C. Use the highest possible technical language and avoid using metaphors.
- D. Ensure that messages sent to the recipients are delivered.

Answer: B

NEW QUESTION 222

A project manager is leading a project in an organization that has a functional structure. The project manager has been informed by the team that the tasks related to the purchase of services are taking too long, as the purchasing department has other priorities. What should the project manager do?

- A. Modify the project schedule to accommodate the delays in the purchase of services.
- B. Request that the purchasing tasks be outsourced through an existing purchasing vendor.
- C. Meet with the purchasing manager to find the source of the delays and agree on a purchasing schedule.
- D. Ask the project team to keep developing other tasks that do not depend on the purchase of services.

Answer: C

NEW QUESTION 225

An agile team is brainstorming and prioritizing all of the risks according to severity. What should the team do about the identified risks?

- A. Mitigate the risks that are applicable to the current and following iterations.
- B. Focus on the project deliverables rather than the documented risks.
- C. Agree that any issue can be handled when it becomes a problem.
- D. Acknowledge that the risks will be handled in the corresponding iteration.

Answer: A

NEW QUESTION 230

A project manager is working on a complex project with a high degree of change. What strategy should the project manager use to ensure a successful project completion?

- A. Update the project management plan to reduce the possibility of scope creep.
- B. Schedule a regular risk review with the project management team.
- C. Increase the active engagement and participation of key stakeholders.
- D. Create a project change roadmap to keep track of all unforeseen changes.

Answer: C

NEW QUESTION 235

A company's key product is evolving and requires the use of a new technology. No one on the team is familiar with this technology; however, experienced developers on the team volunteered to study the concepts and application and believe they will be able to take full responsibility for the new technology. What should the project manager do?

- A. Descope this requirement as the developers have more important tasks.
- B. Support the developers with their intention to learn the new technology.
- C. Hire externally since the internal developers already have assigned work.
- D. Outsource the technology work to a third party so as not to delay work.

Answer: B

NEW QUESTION 236

A laboratory is launching a new product, defined to be executed in eight iterations with a fixed release date. At the beginning of the second iteration, the project manager realizes that a significant regulatory feature is missing in the project backlog. What should the project manager do?

- A. Ask the product owner to add the missing feature in the backlog.
- B. Invite stakeholders to discuss the impact of adding the regulatory feature.
- C. Estimate the related cost and ask for a project extension.
- D. Increase the capacity of the team to include the missed feature.

Answer: B

NEW QUESTION 238

A project team created user stories after understanding the customer requirements. As the project progresses, the project manager observes that there are too many change requests. The team feels that the outcomes they are working on are not aligned with the customer requirements. What should the project manager do?

- A. Refer to the configuration management knowledge base for similar projects delivered in the past.
- B. Arrange for a workshop with the customer to understand the business values expected from the outcomes.
- C. Include a representative from the customer to work collaboratively with the team.
- D. Acknowledge that the current team needs improvement and hire more qualified team members.

Answer: C

NEW QUESTION 241

During the closing process, the project manager learns that one deliverable is not meeting customer expectations. How should the project manager proceed?

- A. Contact the project sponsor and ask for help in negotiating the closing of the project with the customer.
- B. Ask the customer to issue a change request with the information to analyze and provide a solution.
- C. Review the deliverable requirements, check the customer approval criteria, and proceed accordingly.
- D. Meet with the customer to reach agreement on the scope of the deliverable that will satisfy both parties.

Answer: C

NEW QUESTION 243

A project manager is leading a product feature rollout that will gain more subscribers for a video-streaming application. During the backlog grooming phase, the business stakeholders were unable to understand the feature integration with the product and raised concerns. What can the project manager do to demonstrate the feature integration?

- A. Involve business stakeholders in the iteration retrospective.
- B. Include the business stakeholders in the iteration review.
- C. Review the backlog in detail with the business stakeholders.
- D. Create a task for the iteration review and add it to the backlog.

Answer: B

NEW QUESTION 246

A team has had issues with behavior on an ongoing project, which is causing conflicts. As a result, the team is losing momentum and falling behind in its sprints. How should the project manager handle this situation?

- A. Engage a counselor to reconcile the situation between the team members affected.
- B. Control backlog assignments and reduce direct communications between team members.
- C. Revisit the ground rules and team communication protocols, and discuss what is happening.
- D. Require team members experiencing the conflicts to take a day off from work.

Answer: C

NEW QUESTION 250

A customer is concerned with the quality of the product delivery, as the production deployment is approaching. What should the project manager do next to ensure acceptance of the deliverables?

- A. Test product integration in accordance with the requirements.
- B. Evaluate the quality checklist for product compliance.
- C. Review the approved exit criteria for the product.
- D. Verify the production budget before advancing the product.

Answer: B

NEW QUESTION 255

During the execution of a project, an experienced team member informs the project manager that they cannot take part in all of the scheduled project activities due to a conflicting operational schedule. What should the project manager do?

- A. Replace the team member with another available resource on the team.
- B. Discuss the situation with the team member's functional manager to see if the schedule can be adjusted.
- C. Check with the project management office (PMO) on the available resources to complete the activities.
- D. Encourage the team member to prioritize scheduled project activities.

Answer:

B

NEW QUESTION 257

After a recent status review meeting, the project manager becomes aware that an influential stakeholder is unclear about the purpose and benefits of the project. Consequently, the stakeholder has questioned the viability of continuing the project. What should the project manager do next to address the situation?

- A. Speak with the project sponsor to find out if the stakeholder would agree to a one-on-one review session.
- B. Log the stakeholder's comments in the risk register as a high-impact threat to the project's completion.
- C. Consider the stakeholder's concerns and review the project charter with the project sponsor.
- D. Note the stakeholder's concerns but disregard them with regard to the project activities.

Answer: B

NEW QUESTION 260

A project requires the procurement of a large amount of equipment that needs to be on-site before any other activity can begin. The procurement department has a lengthy approval process.

What should the project manager do?

- A. Ask the project sponsor to expedite the vendor selection process.
- B. Contact the vendor that supplied similar equipment for a previous project.
- C. Use the existing equipment and replace it later with the new equipment.
- D. Work with the procurement team to find alternative options.

Answer: D

NEW QUESTION 264

A project manager is starting a new project, and the project team is located in different countries. The team was going to use a specific tool to hold virtual meetings.

However, that tool is not available in one team member's country. How should the project manager deal with this situation?

- A. Contact the project sponsor to have the team member removed from the project.
- B. Ask the team member to move to another location where the tool is available.
- C. Start the project and use email to communicate with the team member until the tool is available.
- D. Investigate alternative tools for virtual meetings that are available to all team members.

Answer: D

NEW QUESTION 267

A project manager is working on a software development project for an oil and gas client using an agile approach. The project manager is having difficulty preparing the schedule because the project has various unknowns.

Which scheduling method should the project manager use to develop the schedule?

- A. Iterative scheduling
- B. Three-point scheduling
- C. Parametric scheduling
- D. Analogous scheduling

Answer: A

NEW QUESTION 272

A project manager is in the process of closing out a project and has been asked by the project management office (PMO) to confirm that the transfer of knowledge to the operations team for support operations has been successfully completed. Which technique should the project manager apply to verify the knowledge transfer?

- A. Brainstorming
- B. Meetings
- C. Regression analysis
- D. Expert judgment

Answer: B

NEW QUESTION 277

Project progress meetings occur via virtual conference calls. In every project progress meeting, one team member continuously interrupts others during discussions. Other team members often have no opportunity to talk or complete their explanations.

What should the project manager do?

- A. Speak individually with the team members who do not participate in conversations.
- B. Manage time efficiently using the agenda and ask each participant to contribute.
- C. Speak individually with the team member who always disrupts the conversations.
- D. Start the meeting with a review of the ground rules, meeting objectives, and the agenda.

Answer: D

NEW QUESTION 280

A project manager has been assigned to an education project with the objective of training a workforce in application development. One of the deliverables is to provide internships to the best students in the customer's active projects. However, the customer does not have enough projects in progress right now. The project

manager decides to create several internal projects in order to ensure the internships.

Which three actions should the project manager take to fulfill this scenario without adding costs for the customer? (Choose three)

- A. Use the project's contingency budget.
- B. Manage the quality of the delivery.
- C. Influence the client to initiate a new project.
- D. Create a change request with the scope of the new internal projects.
- E. Create a work breakdown structure (WBS) of the new scope with the internal projects.

Answer: CDE

NEW QUESTION 282

After signing an agreement with a vendor, the project manager notices that the vendor is continuously asking for changes on the procurement statement of work (SOW).

These changes would improve the project outcome. What should the project manager do next?

- A. Conduct an audit on the procurement process and inform the vendor about the audit's observations.
- B. Assess the situation as an opportunity for improvement and perform a risk analysis.
- C. Consult the list of selected vendors for the bid and evaluate a possible change of vendor.
- D. Revise the procurement control process to avoid undesired changes that might affect the schedule.

Answer: B

NEW QUESTION 283

After conducting a performance assessment, the project manager identified that some gaps still exist. What should the project manager ensure?

- A. Assessment results are kept private and not shared among team members.
- B. Performance improvement programs are organized for all team members who were assessed.
- C. All team members rotate their job schedules immediately to make them versatile.
- D. Awards are given to all team members for playing a role in the project and undertaking the assessment.

Answer: B

NEW QUESTION 285

A project has completed design activities ahead of schedule. Suddenly, the project manager is informed by a vendor that a deliverable may not meet the agreed delivery time frame due to a resource shortage. The internal team asked if they should continue to deliver as per the schedule. What should the project manager do?

- A. Discuss with the team the need for longer hours to minimize the impact.
- B. Inform the project team that they may proceed at a more relaxed pace.
- C. Inform the project team that some of them will work for the vendor.
- D. Discuss with the project team alternative options to deliver as planned.

Answer: D

NEW QUESTION 287

A project manager is assigned to a building construction project. The project manager has taken an agile course and wants to use agile practices in the project. What should the project manager do?

- A. Hire a consultant to provide a second opinion about whether agile can be applied to a construction project.
- B. Choose the agile practices that can be implemented in this type of construction project and apply them.
- C. Review the stages of the project to allocate additional budget for agile resources.
- D. Assign a scrum master to the project to implement agile practices in the project.

Answer: B

NEW QUESTION 291

A project manager is working as a servant leader for a pilot project to adopt agile practices. After three sprints, the team demos the product to the main stakeholders, but receives negative feedback about the product's features. The team feels that all the features met the acceptance criteria defined by the product owner and does not understand what went wrong. How should the project manager mitigate the product rejection?

- A. Share the product backlog for the main stakeholders to review in advance.
- B. Engage the main stakeholders in the upcoming sprint review sessions.
- C. Create dedicated sprints to implement feature fixes for the rejected ones.
- D. Ask the project sponsor to evaluate the assignment of a new product owner.

Answer: B

NEW QUESTION 292

An enthusiastic, newly hired vice-president has been assigned as the product owner for a digital transformation project. The project manager advises the product owner that some of the functional requirements are not aligned with the chief information technology officer's (CTO) strategy. The product owner tells the project manager that the CTO is not part of the project and should not be engaged at this moment. What should the project manager do?

- A. Advise the CTO about the possible impacts caused by the project.
- B. Influence the product owner to review the engagement needed from other stakeholders.
- C. Continue building the backlog since they are functional requirements.

D. Review the organizational process assets (OPAs) for historical information from similar projects.

Answer: B

NEW QUESTION 296

In the past year, a company paid US\$60,000 to an external subcontractor for an ongoing project. The project manager has been asked to evaluate if the project can be delivered more cost effectively this year by using internal labor. The project manager used an optimistic term of 4 months, a pessimistic term of 6 months, and a most expected term of 5 months, and has concluded that the service can be delivered with the following resources:

- * Two engineers (monthly salary of US\$700 each)
- * One project manager (monthly salary of US\$1,600)
- * Additional estimated monthly expenses of US\$2,000

The project manager used the program evaluation and review technique (PERT) to calculate the savings if the project is delivered with in-house resources. How much money will the project manager estimate the company can save?

- A. US\$35,000
- B. US\$20,000
- C. US\$40,000
- D. US\$30,000

Answer: B

NEW QUESTION 297

An agile team has sized all of the features for the release. Using the table above, how many sprints will it take to complete this release if the team is expecting to have a velocity of 10 story points per sprint?

Feature 1	Feature 2	Feature 3	Feature 4	Feature 5	Feature 6
10 story points	5 story points	5 story points	10 story points	10 story points	5 story points

- A. 1
- B. 95
- C. 6
- D. 4

Answer: B

NEW QUESTION 300

A project manager is working on a financial system implementation project for a government company. One of the key stakeholders, who uses predictive approaches, does not like virtual tools such as chats, task trackers, and so forth. They prefer email, telephone calls, and face-to-face meetings. How should the project manager approach this situation?

- A. Use regular screen-sharing sessions to show the progress to the stakeholder.
- B. Align and agree with the stakeholder on the communication approach.
- C. Ask the manager to use virtual communication tools and online dashboards.
- D. Create a digital dashboard to meet the manager's information needs.

Answer: B

NEW QUESTION 301

A facility extension project is in the execution stage. There is a project activity to connect the power of all new equipment to an existing facility, Point A, which requires a significant cable length. The construction team found that the power could be connected to Point B and save money. What should the project manager do next?

- A. Perform a cost-benefit analysis to evaluate using the Point B option.
- B. Add the issue to the change log and request additional budget through the change control board (CCB).
- C. Seek a decision from the construction team after explaining the project budget and schedule constraint.
- D. Use the Point B option because it will save the project cost and time.

Answer: A

NEW QUESTION 305

A project manager is reviewing a draft of the project charter with key stakeholders. During the meeting, a conflict occurs between the sponsor and the product owner. How should the project manager deal with the situation?

- A. Postpone the meeting and invite a subject matter expert (SME) to join the next meeting.
- B. Continue the meeting and ask the project sponsor and product owner to take their discussion offline.
- C. Postpone the meeting and ask the project sponsor and product owner to take their discussion offline.
- D. Continue the meeting and use facilitation techniques to improve communication within the team.

Answer: D

NEW QUESTION 308

A project manager had to schedule additional planning sessions to add requirements from an international stakeholder. The stakeholder expressed concern about the product not meeting the client's needs.

Which factor should the project manager have considered when developing the product?

- A. Stakeholder's location
- B. Responsibility matrix
- C. Stakeholder's needs
- D. Availability of resources

Answer: C

NEW QUESTION 310

A project is starting its second iteration out of six. During the daily meeting, a team member asks for help. In order to finish a deliverable, an approval from the design department will be needed. What should the project manager do?

- A. Meet with the design manager to ask for the necessary approval.
- B. Invite a design team member to the next daily meeting.
- C. Update the issue log and escalate it to the project sponsor.
- D. Replace this iteration deliverable for one without any blockers.

Answer: A

NEW QUESTION 312

Travel restrictions are suddenly imposed during a project's execution. The team members reside in different geographic locations. What should the project manager do next to address this issue?

- A. Halt all processes until procurement and implementation of solutions are completed.
- B. Place a hold on activities until the team can resume the work on-site.
- C. Ask the team members to proceed independently while examining needs and alternatives.
- D. Obtain and implement the sponsor's recommendations for a solution.

Answer: C

NEW QUESTION 314

During the service procurement process for a strategic project, only one bidder submitted a bid. The price of the offer is significantly large and the project sponsor is not convinced that the return on investment (ROI) can be achieved. How should the project manager address this issue?

- A. Re-visit the project charter and seek other alternatives.
- B. Proceed and issue the purchase order as this project is important.
- C. Speak with the CEO and ask for their support to approve the offer.
- D. Analyze the bounds of negotiations for project agreements.

Answer: A

NEW QUESTION 315

An agile project is running its third iteration with a duration of 2 weeks. A new operations director, who only has a predictive background, started working at the company. In the first meeting with the project manager, the director demands a weekly project status report. What should the project manager do?

- A. Invite the director to attend the daily standup meetings.
- B. Share this with the team and ask them to develop reports for the director.
- C. Introduce the agile aspect to the director and agree on a solution.
- D. Explain to the director that agile projects have live reports.

Answer: C

NEW QUESTION 316

A project manager is managing an agile project for the first time. Early on, the project manager discovers the team is struggling to agree on the scope of a feature during a sprint.

How should the project manager help the team resolve the issue?

- A. Direct the senior-most member to determine the scope on behalf of the team.
- B. Discuss this with the team and decide what the scope of the feature should be.
- C. Ask the team to log the story in the product backlog and move on to the next feature.
- D. Encourage the team to collaborate to resolve their understanding of the feature.

Answer: D

NEW QUESTION 321

A team working on a close deployment waits to receive critical information from the customer. The customer keeps postponing sending the information which is delaying the deployment.

What should the project manager have done to prevent the delay?

- A. Obtained all critical information ahead of time
- B. Involved upper management in the process
- C. Involved the customer in the deployment process

D. Used the sample data already in place

Answer: A

NEW QUESTION 326

A large construction project is progressing well as per the project objectives. The project manager would like to report the project's value to the project sponsor and seek the next phase of funding closure. What should the project manager do?

- A. Ensure a measurement system is in place like earned value analysis (EVA) to track project value for the project sponsor.
- B. Submit a detailed report on the cost budget v
- C. the cost actuals as the project sponsor will want to know more about finances.
- D. Create a detailed project report on successes and challenges for the project sponsor.
- E. Arrange a site visit to show the project sponsor the construction progress in person.

Answer: C

NEW QUESTION 327

In a financial company, a strategic project has been planned to use a predictive approach. During project planning, the product leader requests that milestones be submitted for review. There is a defined scope and an established deadline to conclude the project. What should the project manager do first to meet the product leader's expectations?

- A. Change the project charter to indicate that the approach will be different.
- B. Inform the product leader that they must wait until the end of the project.
- C. Meet with the software team to review the possibility of monthly milestone reviews.
- D. Modify the project management plan to use an agile framework to incorporate milestones.

Answer: C

NEW QUESTION 328

When a project is in its final stage, the project manager will request from the team to prepare a delivery acceptance document. What is the importance of this document to the project manager?

- A. Needed to close the work breakdown structure (WBS).
- B. Needed to share it with the stakeholders.
- C. Needed to close out the project or a phase.
- D. Needed to release the team at the end of the project.

Answer: C

NEW QUESTION 332

A project is starting its sixth iteration out seven. During the daily meeting, a team member explains that a key function will take longer to complete than originally anticipated. What should the project manager do?

- A. Update the issue log and escalate the problem to the project sponsor.
- B. Ask for a project extension to deliver the committed scope.
- C. Review the options and possible solutions with the project team.
- D. Ask for help to increase the team capacity to deliver on time.

Answer: C

NEW QUESTION 334

A project's customer is furious. When the customer arrived at the project site, they discovered that one of their requirements was not met. What should the project manager do?

- A. Refer to the requirements traceability matrix and analyze the requirement.
- B. Analyze the benefits management plan and implement the needed change.
- C. Consult the scope management plan with the customer to understand the gap.
- D. Discuss and agree with the customer to implement the missing requirement.

Answer: A

NEW QUESTION 338

A project manager agreed to a team member's request to have an alternative working schedule whereby they begin working at 12:00 p.m. each day. This arrangement has worked well for the project, but has recently been scrutinized by members from other project teams because the company's core working hours begin at 9:00 a.m. What should the project manager have done to prevent this situation?

- A. Broken down the situation to identify the root cause
- B. Determined communication methods and channels
- C. Analyzed the boundaries of the negotiations for agreement
- D. Managed and rectified the ground rule violations

Answer: C

NEW QUESTION 342

A senior project manager is working for a company that is not yet making a profit. However, the company has many innovative projects in development. Most of the project time lines have slipped, and the staff is overwhelmed .

What should the project manager do to help the company meet their financial objectives?

- A. Prioritize the projects, giving higher priority to projects that will increase profit.
- B. Make sure the project is fast tracked so that slipped time lines are recovered.
- C. Request that upper management hire additional staff to support the projects.
- D. Ensure that all of the projects are of high quality and are delivered on time.

Answer: A

NEW QUESTION 345

A project manager is leading a project that is in the execution phase. Due to a company reorganization, some key project team members are likely to leave the project.

What should the project manager do next?

- A. Discuss this issue with the affected team members and support them during the transition.
- B. Start looking for replacements as soon as possible to help prevent any schedule slippage.
- C. Engage with the project sponsor to ensure that this change does not affect the project execution.
- D. Determine the impact to the project and implement mitigations per the project management plan.

Answer: D

NEW QUESTION 348

A project manager is assigned to a new project. The project is for a new product that the company wants to launch as soon as possible to test market readiness. The project is part of a large business transformation, and the objective is to open delivery channels for the new product.

Which delivery approach should the project manager recommend?

- A. An adaptive approach with clearly defined user stories.
- B. A predictive approach with an experienced project team.
- C. A predictive approach with clear acceptance criteria.
- D. An adaptive approach with loosely defined large epics.

Answer: A

NEW QUESTION 352

In the initiating phase of a project, the project manager and team members are prioritizing the product backlog along with the product owner. What should the project manager do next?

- A. Produce a value-added product for the customer as continuously as possible.
- B. Produce a value-added product for the customer in the beginning of the project.
- C. Produce a value-added product along with the supporting documentation.
- D. Produce a value-added product for the customer in each phase of the project.

Answer: A

NEW QUESTION 353

A company that uses a predictive approach and operates in a highly regulated market is losing profitability because its product life cycle is taking longer than those of its competitors. A new project manager has been hired to change this scenario. What approach should the project manager propose?

- A. Change to an agile model, focusing primarily on the incremental life cycle, leaving the iterative approach as a next step.
- B. Maintain a predictive approach, but increase the focus on better planning and tracking to anticipate problems and avoid delays.
- C. Migrate to an agile model, focusing primarily on an iterative approach, leaving the incremental life cycle as a next step.
- D. Propose a hybrid approach, leveraging the benefits of an agile approach while respecting some aspects of the company's industry.

Answer: D

NEW QUESTION 356

A project manager is newly appointed to lead a project team that will be working remotely. The project manager decided to use a set of tools that worked well for previous projects. However, a few team members are not happy with this plan. What should the project manager have done to avoid this?

- A. Delegated the responsibility of selecting the collaboration tools to the project's technical lead.
- B. Met with the project team to determine their collaboration needs and identified tools that will work best.
- C. Allowed the project team members to use the tools that will work best for them for this project.
- D. Asked the project sponsor for approval to purchase the newest collaboration tool on the market.

Answer: B

NEW QUESTION 359

A government agency is developing a new connectivity policy. The assigned project manager is a famous economist with international recognition. The team is eager to work with the project manager, but feels intimidated. The project manager realizes that a junior economist, whose tasks are behind schedule, is especially intimidated by the situation.

What should the project manager do first?

- A. Evaluate the performance of the junior economist in the upcoming months.
- B. Request to replace the junior economist with a more experienced economist.

- C. Consider organizing paired work sessions for the junior and senior economists.
- D. Reassign some of the junior economist's tasks to other economists.

Answer: C

NEW QUESTION 362

A project team is prioritizing the creation of project artifacts and enforcing it rigidly, while they face issues with delays in deliverables. How should the project manager respond?

- A. Facilitate the implementation of an automated tool for the team to manage project artifacts.
- B. Implement stricter controls so that project artifact creation is given the utmost importance.
- C. Recognize the team's efforts for documenting artifacts and motivate them with an incentive mechanism.
- D. Advise the team that solely focusing on artifacts will not produce successful project deliverables.

Answer: C

NEW QUESTION 365

An organization embarking on a significant transformation initiated a project to improve and document business processes. One of the objectives of the project is to implement agile project delivery.

What is the main reason for adopting agile?

- A. Projects will be completed faster, saving time and money.
- B. Projects will deliver early and use value based on priority.
- C. Projects will be delivered with very low risk to the organization.
- D. Projects will be delivered with significant cost savings.

Answer: B

NEW QUESTION 366

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

Which two actions should the project manager take? (Choose two)

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

Answer: BE

NEW QUESTION 369

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

Answer: A

NEW QUESTION 370

A project manager is leading a project to develop accounting software for a trading firm. As the outcomes are being delivered, a new risk is identified regarding an indirect tax regulation that is being changed by the government in the next 6 months.

This risk will have a significant impact on the project outcomes.

What should the project manager do next?

- A. Determine the impact of the risk and prioritize outcomes that do not affect the tax module.
- B. Delay developing the indirect tax module until the tax regulation comes into effect.
- C. Assess the impact of the risk with an expert and prioritize further outcomes with the client.
- D. Analyze the impact of the risk and discuss with the team to determine how to separate the tax module.

Answer: C

NEW QUESTION 375

A vendor has manufactured a complex product. During a factory acceptance test, several deficiencies were identified. Product delivery is on the critical path, and any delay would impact project completion. What should the project manager do?

- A. Initiate regular conference calls with the vendor for status updates to keep this item in focus.
- B. Hold the shipment until the rework is completed at the vendor's facility to eliminate extra work on-site.
- C. Assess the schedule impact and evaluate the most feasible solution to keep the project on track.
- D. Ship the package as is, complete carryover work on-site, and back charge the vendor for the rework.

Answer: C

NEW QUESTION 378

A project is ready to deliver the first batch of the product when a quality control check rejects the product as unfit for delivery. The root cause analysis (RCA) shows that a component added as part of the latest change request was not tested throughout the development cycle. What should the project manager do next?

- A. Review the change control process to ensure quality management artifacts are updated as part of the change.
- B. Review the quality management process and perform a process audit as part of ongoing quality assurance.
- C. Review the communications management plan to ensure change requests are communicated to the affected team members.
- D. Review the quality management process with the project management office (PMO) to ensure compliance with best practices.

Answer: B

NEW QUESTION 380

A project manager is working with team members and customers who are operating in multiple countries. The team is working on implementing a new technology that includes ambiguities, uncertainties, and unknowns, both in terms of technology and of the end-user expectations for this solution. What should the project manager do to keep the stakeholders engaged?

- A. Use email as a communication channel.
- B. Use feedback and decision-making tools.
- C. Use meetings as a communication channel.
- D. Use a shared collaboration platform.

Answer: D

NEW QUESTION 383

A company has selected a cross-functional team to develop an innovative digital product to drive the digital transformation project for the business. What should the project manager do to ensure business value is delivered early?

- A. Create a detailed project plan and escalate delays to the functional managers.
- B. Fast track the project and monitor tasks closely to ensure timely delivery.
- C. Create robust incentives to the team members to encourage speedy delivery.
- D. Break down the deliverables into sprints and deliver value incrementally.

Answer: D

NEW QUESTION 387

A project team is working on an agile software development project. The project manager is concerned that the virtual team may not be as effective as a colocated team at headquarters.

Which two actions should the project manager leverage to ensure the team is meeting performance expectations? (Choose two)

- A. Hold daily virtual meetings to review progress.
- B. Implement time-keeping software for team members.
- C. Task functional managers to drive accountability.
- D. Utilize a web-based kanban board.
- E. Require a monthly individual status report.

Answer: AD

NEW QUESTION 391

A project manager has been assigned to lead a software project to generate savings at an important financial institution. Initially, the duration of the project was 13 months, but due to various issues during execution, the project was extended to 16 months. By month 11, the expected savings were exceeded but not all of the functionalities planned for that date were fulfilled.

How should the project manager inform the stakeholders of the project's progress?

- A. Report that the project has not fulfilled all the expected functionalities.
- B. Complete the outstanding functionalities before informing the sponsor of the project progress.
- C. Communicate the benefit expectations and the action plan for the pending functionalities.
- D. Send an email with the monthly project progress to all relevant stakeholders.

Answer: C

NEW QUESTION 396

During the execution stage, the project manager discovered that one team member is not able to complete their work on time and is running later than expected. This delay may potentially impact a project milestone.

What should the project manager do first?

- A. Discuss with the team and assess the reasons that led to the delay.
- B. Discuss with senior management and seek their guidance.
- C. Request the team member's manager to find a solution.
- D. Assign more resources from other teams on the late work.

Answer: A

NEW QUESTION 400

A company is launching a new product that has to be ready before the summer season begins. After the discovery process, the team realizes that the requirements are very uncertain.

What should the project manager do?

- A. Invite stakeholders to discuss project requirements prioritization.
- B. Register a risk and define a contingency plan to finish the project on time.
- C. Ask to include some business subject matter experts (SMEs) in the team.
- D. Assist the team in proposing a minimum viable product (MVP).

Answer: D

NEW QUESTION 403

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

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

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

Answer: D

NEW QUESTION 404

A typically high-performing team member has started to demonstrate a performance drop as well as some aggressive behaviors toward other team members in meetings.

The project manager has worked with this individual for many months on this project and has not seen this type of behavior before.

What should the project manager do?

- A. Discuss the project manager's observations with the individual to determine why they are behaving this way.
- B. Discuss the individual's behavior with the other team members to determine if they have noticed and know what is going on.
- C. Attend more team meetings to observe the team more closely to determine the root cause.
- D. Discuss their performance with the team member's functional manager as well as human resources (HR) and discuss next steps.

Answer: A

NEW QUESTION 406

A stressful situation has presented some challenges for the team. The project manager notices stress behavior in some of the team members, and it is beginning to spread across the group. The project manager needs to coach the team to change their mindset in order to be more efficient.

What should the project manager do?

- A. Ensure that people care about each other and work effectively together through effective team management.
- B. Meet with the team to discuss the correct, expected behavior in stressful situations and start practicing it.
- C. Establish a productive environment where all team members can assist one another with the workload.
- D. Create an environment of respect and fairness so the team can increase their project performance in stressful situations.

Answer: D

NEW QUESTION 409

A project manager works in a matrix organization and is managing an internal software development project that is intended to reduce conflicts in the company's internal tracking system. During development, the project manager is informed that the software has to account for an unexpected change to government accounting requirements. The development team was able to make the change with no additional cost; however, the project manager notices that the testing costs are beginning to exceed the testing budget.

What should the project manager do?

- A. Update the basis of estimates and the cost management plan to track the additional funding required for testing.
- B. Ask the project sponsor to allocate funds from the contingency reserve to fund the additional testing.
- C. Submit a change request to the cost baseline through the governance process to fund the additional testing.
- D. Conduct a cost-benefit analysis to determine if the funds can be reallocated from the development team.

Answer: C

NEW QUESTION 412

An oil and gas project started without having acquired full funding for the project. The remaining funds were to be acquired during project execution. The acquisition of the remaining funds was delayed several months, resulting in a suspension of work by all contractors.

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

- A. Ensured the stakeholder anticipated obstacles to achieving financial closure on the remaining funds.
- B. Ensured the risk was adequately assessed and mitigated by the appropriate stakeholders.
- C. Ensured the stakeholder who was providing additional funds remained interested in the project.
- D. Ensured the project team monitored and reviewed the project risk register periodically.

Answer: B

NEW QUESTION 414

An agile project for a database migration impacts nearly all business units of the corporation. Every effort has been made to complete the migration before the end-of-support date for the database platform. A new impediment now implies the need to continue use of the old platform another year at a higher support price.

What should the product owner do about this situation?

- A. Reprioritize the backlog based on value and cost of delay divided by duration.
- B. Reprioritize the backlog based on story size and competence availability.
- C. Remove low-value items from the backlog to compensate for the higher cost.
- D. Switch to a predictive approach to prevent any further delays to completion.

Answer: C

NEW QUESTION 415

A project manager is beginning a new project with very diverse team members. The project manager chose to use consensus building so the team can agree on and be engaged in how the project will be executed. How should the project manager proceed?

- A. Create an environment where the agreement is reached by a majority vote.
- B. Create an environment where the agreement is reached through discussion.
- C. Establish recurring brainstorming sessions to discuss project issues.
- D. Allow team members to contribute ideas in a stream-of-consciousness mode.

Answer: B

NEW QUESTION 419

A project manager leads a software development project in a hybrid environment. During project planning, the project manager identified a risk where a technical resource for a critical path item may not be available when needed. One week before the resource is needed, the technical engineer had a personal emergency and had to take a leave.

What should the project manager do next?

- A. Update the lessons learned report and the risk log to reflect that this risk has materialized.
- B. Revise the project management plan and move the task to a time when the technical resource will be available.
- C. Consult the risk register for an appropriate planned risk response and implement.
- D. Review the business requirement with stakeholders and exclude the task assigned to the technical resource.

Answer: C

NEW QUESTION 420

A multicultural team is working on a project. After a few months of observation, the project manager realizes that two team members are not responding to the construction manager properly. The project manager spoke to the team members individually and found that both had cultural differences with the construction manager.

What should the project manager do to improve the situation?

- A. Ask the team members to tolerate the cultural differences as they have a different cultural background.
- B. Ask the construction manager to meet with the two team members to resolve the situation.
- C. Provide the construction manager with instructions on how to resolve the situation.
- D. Discuss the team members' concern with the construction manager and seek solutions.

Answer: D

NEW QUESTION 422

While a project manager is trying to build the first baseline for a project, a change request is being sent from one of the functional managers. What should the project manager do?

- A. Discuss this with the functional manager and related parties.
- B. Reject the functional manager's change request immediately.
- C. Analyze the impact of the change request on the project.
- D. Apply for a formal change control board (CCB) approval.

Answer: C

NEW QUESTION 425

A project team member just informed the project manager that the license for the software that the team uses to perform calculations has just expired. As a result, the team cannot continue with their project tasks.

What should the project manager do first?

- A. Issue a formal complaint to the project sponsor claiming a lack of proper tools.
- B. Meet with the IT team to evaluate how fast the software license can be renewed.
- C. Ask the team to fast-track the project and perform tasks that do not require calculations.
- D. Ask the team members to find an alternative way to perform calculations.

Answer: B

NEW QUESTION 428

A project manager is managing a project to deploy new software to 200 end users. During the implementation, there is a missed process that caused some of the users to lose their computer data. What should the project manager do first?

- A. Meet with the team to discuss the root cause and encourage the team to take note of it and continue to focus on the deployment.
- B. Record this case until the final lessons learned session is complete to prevent impacting the team's morale during implementation.
- C. Meet with the team members and request they conduct a review of the case by providing feedback as lessons learned.
- D. Invite a consultant to review the process in order not to repeat the same issue and share the results with the team.

Answer: D

NEW QUESTION 431

A member of a testing team in an agile project works well with the project team. However, in the previous two iterations, this team member's performance was poor, and the team had difficulty meeting the iteration goals. How should the project manager handle this situation?

- A. Inform the human resource (HR) department about the issue.
- B. Allow the project team to discuss the problem with this team member.
- C. Discuss the issue with the team member's functional manager.
- D. Speak to the team member regarding the need to improve performance.

Answer: B

NEW QUESTION 434

A project manager is assigned to a major construction project. The project is critical to the city's population, and especially to the local government official who committed to delivering the project on time as an election promise. A new project sponsor has been assigned and wants to include aspects that the previous project sponsor did not support. What should the project manager do next?

- A. Meet with the new project sponsor to review the current project scope and the requested changes.
- B. Rebaseline the project as there is now a new project sponsor, which is presenting an opportunity to review and recalibrate the project objectives.
- C. Invite the project sponsor to a briefing with the project team to demonstrate progress and seek further support to meet project-committed deliverables.
- D. Inform the new project sponsor that the new aspects will not be included in this project.

Answer: A

NEW QUESTION 437

A project manager is leading an innovation project that is facing a lot of risks due to a high level of uncertainty. What strategy should the project manager use to manage these risks using an agile approach?

- A. Develop an agile risk matrix to track, assess, and evaluate the uncertainty of the project.
- B. Implement a scrum risk retrospective to analyze the risks at the end of the project.
- C. Assign an agile risk manager to better understand and track the project risks.
- D. Evaluate the risks constantly and reprioritize work as the project progresses.

Answer: D

NEW QUESTION 442

In a geographically distributed team, a developer continues to delay a coding activity. This activity is on the critical path. The project manager found out that the delay is due to the developer's lack of understanding of the customer requirements shared by the off-site team. What should the project manager do?

- A. Replace the developer with a skilled resource.
- B. Perform a root cause analysis (RCA) with the team members.
- C. Facilitate communication to ensure clarification of the requirements.
- D. Conduct frequent performance reviews.

Answer: C

NEW QUESTION 443

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