

# PMP

## Exam Questions PMP

Project Management Professional



#### 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

The scope of a project is to replace the street signs within a 10-km radius. The client does not want to sign the project closure report if the radius is not extended by 1 km, to be aligned with the council's development plan. What should the project manager do?

- A. Delay the approval and ask the project sponsor for additional funding.
- B. Contact the council and ask for their approval to extend the scope of the project.
- C. Initiate a new project and discuss the request because it came in too late.
- D. Obtain formal acceptance for the completed work and submit a change request.

**Answer:** D

#### NEW QUESTION 4

During a project, the project manager finds an opportunity to reduce the project cost by completing a deliverable ahead of schedule with a minimal impact on project resources. However, the client has only been focused on the next milestone. How should the project manager approach this situation?

- A. Apply additional resources to realize the early deliverable and ensure the next milestone is achieved.
- B. Focus on the deliverable of the next project milestone as per the client's strict instructions.
- C. Review the change management plan to discuss early benefits realization with the client.
- D. Evaluate whether the client's request will add extra features to the project deliverable.

**Answer:** C

#### NEW QUESTION 5

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 6

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 7

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 8

A global program is being kicked off, and various distributed teams are involved in delivering the initiative. Besides planning and executing the scope for the initiative, team interactions must be considered. How should the project teams interact in their meetings?

- A. Phone conversations
- B. Video conferencing
- C. Encrypted emails
- D. Chat conversations

**Answer:** B

#### NEW QUESTION 9

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 10

A company is implementing a growth strategy by constructing a new production facility, which will soon move into the operation phase. Although a governance policy was already in place, the company must comply with new financial regulations that have been recently implemented. Compliance with the regulations will cause a major change in project scope. How should the project manager respond to this requirement?

- A. Proceed with the existing company governance policy.
- B. Perform an analysis to assess the impact on the project.
- C. Directly comply with the financial regulations.
- D. Escalate the issue to upper management and let them decide.

**Answer:** B

#### NEW QUESTION 10

During daily team standup meetings, team members constantly ask about which tasks they should focus on first. How should the project manager ensure the team is fully productive?

- A. Review the project backlog during the team's standup meeting.
- B. Encourage project team members to prioritize the product backlog.
- C. Ensure team members are working according to the project plan.
- D. Work with the product owner to ensure the project backlog is prioritized.

**Answer:** D

#### NEW QUESTION 12

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 13

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

Which of the documents was likely missed or outdated?

- A. Business Documentation
- B. Stakeholder Register

- C. Risk Register
- D. Project Charter

**Answer: B**

#### NEW QUESTION 15

A project manager is working on a unique project that is dissimilar to the project nature of the organization. The project manager is tailoring the artifacts for this new project. Who should determine which artifacts should be used in the project?

- A. The project sponsor should select the project artifacts that the project manager and project management team should use in the project.
- B. The project manager and project management team should use the standard project artifacts from the database.
- C. The project stakeholders should meet and determine the project artifacts to be used by the project manager and the project management team.
- D. The project manager and the project management team should select the appropriate artifacts for use in the specific project.

**Answer: D**

#### NEW QUESTION 18

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 19

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 schedule analysis.
- C. Perform trend analysis.
- D. Perform root cause analysis (RCA).

**Answer: C**

#### NEW QUESTION 22

A project manager is leading a global project with resources spread out in different locations. The stakeholders have different interpretations of the requirements. The project manager is concerned about scope creep. Which action should the project manager take to control the scope?

- A. Ensure that all key stakeholders agree to the project deliverables and there will be no need for changes.
- B. Accept only those changes to requirements that provide additional value to the project.
- C. Reject all changes that will increase the budget or increase the time line of the project.
- D. Accept only those changes that are approved by the change control board (CCB) prior to being implemented.

**Answer: D**

#### NEW QUESTION 24

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

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

**Answer: C**

#### NEW QUESTION 29

A project manager is scheduled to meet with a client for their weekly risk management meeting. The project manager observed that one of the tasks which had external dependencies is delayed by one week. The project manager knows this will have an impact but does not know the exact details. What two things should the project manager do? (Choose two)

- A. Discuss the issue with the external supplier's authority.
- B. Review the lessons learned from similar past projects.
- C. Gather additional information and estimate the impact.
- D. Update the risk log and bring this up in the meeting with the client.
- E. Wait for the client to raise a concern and collect more information.

**Answer: CD**

#### NEW QUESTION 32

A project is ending its fifth out of six iterations. During the iteration review, a customer adds a new regulatory feature that exceeds the capacity of the remaining iteration.

What should the project lead do?

- A. Register an issue and escalate it to the project sponsor.
- B. Invite the stakeholders to discuss a new prioritization.
- C. Estimate the management to replace the customer service manager.
- D. Increase the team capacity to finish the project on time.

**Answer: C**

#### NEW QUESTION 35

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 40

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 45

Project stakeholders are engaged in a discussion on how to achieve the best user experience in the design of a new application. The agile team is divided on the approach. The conflict is more of a collective disagreement than an outright conflict.

What should the project manager do next?

- A. Apply appropriate conflict resolution techniques to solve the issue.
- B. Call a team meeting to have a formal discussion of the issue.
- C. Allow the team to work through it on their own unless help is needed.
- D. Engage in individual conversation with each team member.

**Answer: A**

#### NEW QUESTION 48

A project manager is working on multiple building construction projects using a predictive project management approach. Senior leadership within the organization is promoting the inclusion of more agile practices into the current project methodologies. The project sponsor now wants the projects to use more agile methodologies.

Before mandating any agile methods to be used in a project, what should the project manager do first?

- A. Provide agile training to those who will be part of the project team.
- B. Shift all existing projects to agile methodologies with a strict timeline.
- C. Pause the current projects to align them to the new agile cadence.
- D. Assess the organizational culture and readiness for the transformation.

**Answer: A**

#### NEW QUESTION 49

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 54

A project manager is working with the same project team as in the last two construction projects. The project manager managed this team on a micro level for the last two projects. However, now the project manager would like to use a different leadership style to allow the team to make their own decisions.

What kind of leadership style should the project manager utilize for the current project?



- A. Transformational
- B. Interactional
- C. Laissez-faire
- D. Charismatic

**Answer:** A

#### NEW QUESTION 58

A project manager is managing a project with team members who are working all over the globe. The project manager notices that each team member's deliverables do not meet the requirements. What should the project manager do first?

- A. Assemble the project team via conference call to tell them that disciplinary action will be taken if any more noncompliant deliverables are submitted.
- B. Discuss the process used to create the noncompliant deliverables with the project team to see if there was a potential misunderstanding.
- C. Schedule time with the project sponsor to inform them that the project schedule is slipping due to the time it will take to rework the deliverables.
- D. Meet with the project team to explain that noncompliant deliverables must be reworked and submitted immediately to avoid project delays.

**Answer:** B

#### NEW QUESTION 61

A project manager decided to use a highly adaptive approach to manage a large-scale project. In this project, there are many iterative tasks that utilize highly specialized experts. The project manager would like to create practical plans with high levels of buy-in from the team members. What should the project manager do next?

- A. Assign critical tasks to the most experienced team members.
- B. Review the budget with the team for the needed resources.
- C. Review lessons learned from similar projects with the team.
- D. Explain the higher-level objectives to be assigned to the team.

**Answer:** C

#### NEW QUESTION 66

A team has just adopted an agile approach. During daily standup meetings, the team expressed concerns about task delays. The project leader worked with the product owner to get clarity on the features. The project leader asked the team to fast-track all product features to ensure delivery. Sprints are being completed but with either fewer features or low quality. What should the project leader have done to ensure success?

- A. Directed teams to possible solutions that help in removing the impediments and contribute to a timely delivery
- B. Suggested to the team to add impediments as work items in the product backlog to be fixed in the next sprints
- C. Asked the team to create an impediment log and keep it updated for use in the next sprint planning
- D. Empowered the team to improve their processes, tools, and interactions to be more effective in delivery and removing impediments

**Answer:** A

#### NEW QUESTION 71

A customer initiated a minor scope change and expects this to be completed without delays or additional costs. The project manager believes that they have adequate authorization to make the decision themselves but is not quite sure. What should the project manager do next?

- A. Use the project contingency and implement the change without charging the customer, since the customer's satisfaction is top priority.
- B. Exploit this change opportunity and calculate the cost, risk, and time, then add a reasonable margin and submit to the customer.
- C. Use the Perform Integrated Change Control process and submit this to the change control board (CCB) for approval.
- D. Keep the change pending and decide to take this up as part of final settlement at the end of the project.

**Answer:** C

#### NEW QUESTION 76

Midway through the execution of an agile project, there is a shift in the strategic objectives at the organization level to promote digital transformation. What should the project manager do next?

- A. Prepare a user story to handle the change and assign it to the next iteration.
- B. Escalate to the product owner and cancel the upcoming iterations.
- C. Update the risk-prioritized backlog with the strategic change.
- D. Schedule a meeting with the team to assess the impact of the change.

**Answer:** D

#### NEW QUESTION 80

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

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

**Answer:** D

#### NEW QUESTION 83

A project team is implementing an enterprise notification tool with a vendor. The project manager noticed that this vendor's developer has been reporting the same status for several weeks in a row. A few days later, the vendor communicates that the deliverable will not be completed on time due to resource constraints within their company.

What should the project manager do next?

- A. Update the risk register to reflect the delay, communicate the impact to the schedule, and escalate to management for assistance.
- B. Conduct a project review with the project sponsor to explain the delay and add a developer to work with the vendor.
- C. Review the contract with the vendor to go over the financial penalty that is applicable to this situation.
- D. Add the delay to the issue log and work with the vendor for a resolution that will bring the schedule back on track.

**Answer: D**

#### NEW QUESTION 84

During the lessons learned workshop, one stakeholder mentioned that the project was unsuccessful as it did not deliver the expected business value. What should the project manager do to address this concern?

- A. Review the project management plan tasks with the stakeholders.
- B. Review the project management plan budget with the stakeholders.
- C. Review the business benefits realization plan with the stakeholders.
- D. Review the communications management plan with the stakeholders,

**Answer: C**

#### NEW QUESTION 86

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 89

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 92

A project is currently in the execution phase. Because of the complexity of the project and the large number of regulatory requirements involved, the project manager decides to hold a management review with senior executives to ensure the successful implementation of project deliverables.

What should the project manager review during the management review to ensure the meeting is effective?

- A. The deliverables that are performing well and those that need more work.
- B. Metrics and key performance indicators (KPIs) that objectively reflect the status of deliverables.
- C. Potential changes to the project's strategy and the feedback from senior executives.
- D. Specialized reports created specifically for the meeting as per directions from the project sponsor.

**Answer: B**

#### NEW QUESTION 96

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 99

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 100**

A new law was published about zoning permits for telecom towers. This may cause cost and schedule overruns for the new network rollout. What should the project manager do?

- A. Assess and prioritize the impact of the new law on the project plan.
- B. Update the project plan because the law is an obligation for the project.
- C. Minimize the scope to catch the cost and schedule baseline.
- D. Meet the sponsor to ask for additional time and budget increase.

**Answer:** A

#### **NEW QUESTION 102**

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

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

**Answer:** D

#### **NEW QUESTION 103**

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 105**

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

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

**Answer:** A

#### **NEW QUESTION 110**

A company is going through structural changes. A couple of people will leave the company as their positions were made redundant. The team members are unhappy as they do not understand why the changes are being made when the project is on track. What should the project manager do?

- A. Advise the team to continue their work as planned because the schedule cannot be changed.
- B. Organize a team meeting to discuss the changes and their importance for the company.
- C. Advise the team that the changes were decided by the CEO and must be implemented.
- D. Inform the project sponsor about the team's unhappiness and ask for overtime pay.

**Answer:** B

#### **NEW QUESTION 113**

A human resource (HR) acquisition process for a large project has recently changed. One major process change includes the approval of the financial manager and the recruitment manager. This change to the process implies longer processing. The project urgently needs new resources. What should the project manager do?

- A. Adapt the resource management plan and ask for financial approval before sending it to the customer.
- B. Assess the impact of the change and review the project management plan for next steps.
- C. Ask the financial manager to delay implementation due to potential project delays and penalties.
- D. Review the project schedule to determine which technique will reduce impact on project duration.



**Answer:** B

**NEW QUESTION 116**

A project manager is leading a project which shows a trend to exceed the cost baseline. What should the project manager do first to manage the budget?

- A. Meet with the project team to analyze the actual cost to determine deviations.
- B. Inform the stakeholders that the project will be finished over budget.
- C. Issue a change request including the analysis to increase the budget.
- D. Ask the project sponsor for assistance in getting the budget back on track.

**Answer:** A

**NEW QUESTION 120**

During a monthly review meeting, a high-performing team member raised a concern about the quality feedback mechanism. The team member expressed that they are not able to deliver high-quality output. What should the project manager do first?

- A. Assign the work based on the skill sets of team members.
- B. Request feedback from stakeholders about the quality delivery.
- C. Assign the work in consultation with the functional manager.
- D. Discuss this with the team and review the quality process.

**Answer:** D

**NEW QUESTION 121**

A development team is struggling to find design documentation for the upcoming sprint. Prior to leaving for vacation, the product owner communicated that the documentation had been uploaded to the project file repository. What should the project manager do to address this issue?

- A. Assign a team member to manage project artifacts.
- B. Audit the effectiveness of the management of project artifacts.
- C. Improve email communication protocols to manage project artifacts.
- D. Investigate new software tools used to manage project artifacts.

**Answer:** B

**NEW QUESTION 124**

A project manager manages a bridge construction project. The project manager has received a major change request from a regulatory stakeholder to add one branch of the bridge to the engineering design. The project manager prepared a change request, which was reviewed and accepted by the change control board (CCB). What should the project manager do now?

- A. Communicate the decision to the stakeholder who requested the change.
- B. Evaluate the adjustments to the project management plan.
- C. Notify the project team about the change request's approval.
- D. Include the new branch of the bridge in the design.

**Answer:** B

**NEW QUESTION 127**

A project team member, who is inexperienced in system development work is not performing well. Currently, there are no other staff members available who are qualified to complete the work. What should the project manager do?

- A. Assess the team member's development requirements and arrange for the team member to receive training.
- B. Seek approval from the project sponsor to use some of the project budget reserve to hire a new resource.
- C. Work with the functional manager to determine an incentive for the team member to complete the project.
- D. Request a substitute for the team member with a new resource who is more skilled in system development work.

**Answer:** A

**NEW QUESTION 128**

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 133**

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 138

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 139

There is a conflict on an agile project about following organizational processes, many of which do not add any value to the project. To resolve this, which one of the following should be regarded with the highest priority?

- A. Needs of the customer
- B. Needs of the project manager
- C. Needs of the agile lead
- D. Needs of the organization

**Answer:** A

#### NEW QUESTION 141

An agile project will be delivered to a client based on a fixed price in cryptocurrency. Due to the volatility of cryptocurrency, both parties have agreed to adjust the scope to the value of the cryptocurrency at the end of every iteration and halt the project when the agreed price is reached. Which approach should be used in this situation?

- A. A flow-based approach starting with the smallest stories.
- B. An iterative approach starting with the highest value epic.
- C. A predictive approach with short phases.
- D. An incremental approach with a minimum viable product (MVP).

**Answer:** B

#### NEW QUESTION 143

A project manager receives a suggestion from a team member for improving the product attributes without impacting the schedule or cost. This will add value to the project and the customer. What should the project manager do?

- A. Ask the team member to submit a formal change request.
- B. Accept the suggestion as it has no impact on the project.
- C. Ask another team member to validate the impacts of the suggestion.
- D. Reject the suggestion and ask the team member to focus on executing the plan.

**Answer:** A

#### NEW QUESTION 144

After the merger of two large companies, a project manager is assigned to a project. The company hires a consultant to ensure best practices are being used in information security. During an iteration, the consultant requests changes to a software component, claiming that it is not meeting market requirements. What should the project manager do?

- A. Continue the iteration and add the requested changes.
- B. Continue the iteration and review the change with the customer.
- C. Cancel the iteration and meet with the product owner.
- D. Cancel the iteration and add the requested changes.

**Answer:** B

#### NEW QUESTION 146

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 149

A project manager notices that a new junior team member's suggestions are constantly rejected by senior team members. The senior team members find the suggestions valid and innovative, but unrealistic. Following several project assignments, the senior members request to have the junior team member removed. What should the project manager do next?

- A. Accept the demands and remove the junior team member.
- B. Encourage further and deeper discussions among team members.
- C. Group the new team members together for training purposes.
- D. Remove possible conflicts from future project assignments.

**Answer: B**

#### NEW QUESTION 151

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 155

A project manager starts to receive emails from different stakeholders requesting information about the project status. What should the project manager do to avoid this in the future?

- A. Schedule weekly project status meetings with all stakeholders including the customer and internal resources.
- B. Include the project stakeholders' needs while planning the project communications strategy.
- C. Designate a team member to respond to the emails from these stakeholders.
- D. Include the stakeholders' emails in all of the project status communications.

**Answer: D**

#### NEW QUESTION 159

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 164

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 166

A project manager has been given a critical, 5-day window and is allocated a maximum of US\$100,000 as a contingency reserve. Subsequently, the project manager drafted a course of action based upon the best available information. Overall, five actions were required to be completed at a cost of US\$20,000 and a duration of 1 day each. After 3 days of work, the project manager completed two actions and spent US\$80,000. What should the project manager do next?

- A. As the CPI and SPI are greater than 1.0, reevaluate and prioritize the remaining actions.
- B. Stop the work and raise a project change request to the change control board (CCB) for additional funds and a project schedule extension.
- C. As the cost performance index (CPI) and schedule performance index (SPI) are less than 1.0, reevaluate and prioritize the remaining actions.
- D. Complete all actions and then inform the client of the additional cost and schedule overrun needed to complete the project.

**Answer: C**

#### NEW QUESTION 167

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 170

All project team members refer to the project manager for various decisions. This causes delays for some tasks, as the project manager is usually preoccupied in meetings throughout the day.

What should the project manager do to prevent these delays?

- A. Review the Pareto diagram to identify the source of delays.
- B. Meet with the team in 2 weeks to respond to all of the open tasks.
- C. Consolidate the decision-making authority to remain with the project manager.
- D. Delegate the decision-making authority of some tasks to the team.

**Answer: D**

#### NEW QUESTION 175

A project manager has been assigned to lead an IT project to store information on sold lottery tickets. During the project execution, a failure in the system caused 10 numbers to be sold two times. This happened during the month of greatest demand because the prize was the highest of the year. The project team is concerned that one of those tickets could be the winner. What should the project manager do first?

- A. Reassure the sponsor by explaining the probability of this risk materializing is extremely low.
- B. Carry out tests to verify that the system does not fail again due to the high occurrence of events.
- C. Review the list of risks to verify that this issue was considered and execute the detailed action plan.
- D. Inform the sponsor about the issue and make a request for sufficient funds to be made available.

**Answer: C**

#### NEW QUESTION 177

A business transformation project has a four-phase delivery plan. The project team has successfully delivered one phase of the project. To further enhance team performance and empower team members, which two actions should the project manager take? (Choose two)

- A. Encourage team members to cross-check decisions with the project manager.
- B. Vet all of the decisions before execution.
- C. Allow team members to make limited decisions.
- D. Organize and assign team members to tasks where they have strengths.
- E. Support team members to make decisions in their areas of strength.

**Answer: DE**

#### NEW QUESTION 178

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 183

There is frequent conflict between two project team members working on a project. This has caused a negative impact on the project. How should the project manager handle this situation?

- A. Counsel both team members and caution them with a final warning.
- B. Escalate the issue to the human resources (HR) manager before a larger problem develops.
- C. Help cultivate self-awareness between the two team members through emotional intelligence (EI).
- D. Relocate the two project team members into different project teams.

**Answer: C**

#### NEW QUESTION 188

An urgent meeting has been established with the project team to discuss the cause of some quality issues that are preventing delivery to the client. The product owner recommends a root cause analysis (RCA).

What should the project lead do?

- A. Facilitate the meeting so anyone can share their ideas and is heard during the session.
- B. Allow the team to self-organize so one of the resources can lead the team to achieve consensus.
- C. Discuss the product owner's recommendations with the team and implement the agreed-on solutions.
- D. Discuss the recommendations with the test manager and request better quality control.

**Answer: C**

#### NEW QUESTION 189



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 191

A project stakeholder complained that they did not receive an important delivery that was stated in the schedule. The team member responsible for this deliverable explained that they sent an email to the stakeholder, advising them that the deliverable would not be delivered on time. What should the project manager have done to avoid this situation?

- A. Ensured that the team member did not communicate directly with the project stakeholder.
- B. Confirmed that the stakeholder was made aware of the delivery delay.
- C. Told the team member to send the unfinished deliverable to the stakeholder and finalize it later.
- D. Communicated with the stakeholder directly regarding the delivery delay.

**Answer:** B

#### NEW QUESTION 193

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 198

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 203

A company is working on a project to develop an integration of their existing systems. There are known issues in production. What should the project manager do?

- A. Identify and remove impediments and mitigate the risks.
- B. Ensure the product owner reviews requirements with the team.
- C. Include acceptance criteria in the definition of done (DoD).
- D. Review the quality control processes and procedures.

**Answer:** A

#### NEW QUESTION 207

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 208

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

**Answer: B**

#### **NEW QUESTION 211**

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 212**

An organization that embraced agile a couple of years ago is looking for a more efficient way to ensure that the increments produced in each sprint meet the end users' quality requirements. What should the project lead recommend?

- A. Develop a more comprehensive template for the definition of done (DoD).
- B. Increase the percentage allocated for testing each backlog item.
- C. Organize more frequent sprint reviews with a broader audience.
- D. Establish a quality assurance (QA) team separate from the development team.

**Answer: A**

#### **NEW QUESTION 216**

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 218**

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 221**

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 226**

In a daily standup meeting, a developer indicates that a backlog item will not be delivered because they need to take an unexpected leave for the next couple of days. The backlog item is a prerequisite for a feature expected by users in the next sprint review. What should the project lead do?

- A. Ask the developer to postpone the leave until the backlog item is delivered.
- B. Ask the development manager to provide a replacement for a couple of days.
- C. Work with the product owner to change the priorities in the sprint backlog.
- D. Work with the product owner to inform the users that the feature is delayed.

**Answer: B**

#### NEW QUESTION 230

A project is near completion but it is behind schedule. The contingency budget has already been used, although the remaining budget should be enough to complete the project. The only subject matter expert (SME) assigned to the project has been asked by their manager to solve a problem in the operations department. What should the project manager do?

- A. Escalate the situation to the project sponsor.
- B. Free the resource to handle the operations priority.
- C. Ask the manager to submit a change request.
- D. Design a negotiation strategy for this situation.

**Answer: D**

#### NEW QUESTION 234

A project manager is managing the transition to operations. The project sponsor wants to ensure that good support is provided to the end users. What should the project manager do?

- A. Ensure that the user guide is detailed and has clear instructions.
- B. Ensure that comprehensive documentation is handed over.
- C. Ask the project team to provide operational support for 1 year.
- D. Ensure that knowledge is transferred to the operations team.

**Answer: B**

#### NEW QUESTION 235

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 240

A company is implementing a project with team members located in different countries and time zones. Individual performance is satisfactory, but the team's performance as a whole is low, especially in terms of group activities. What should the project manager do?

- A. Negotiate for new team members.
- B. Review and update the communications management plan.
- C. Review and reassign team assignments.
- D. Facilitate communication and team building.

**Answer: D**

#### NEW QUESTION 244

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 245

A project team has expressed concern that certain remote team members are not able to collaborate with the larger project team due to their work schedule. The project manager is confused since the entire team is located in the same time zone and believes there are other factors at play. What should the project manager do next?

- A. Rectify ground rule violations.
- B. Review performance formally.
- C. Examine the team's virtual needs.
- D. Implement new options.

**Answer: C**

#### NEW QUESTION 249

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 252

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 257

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 262

A project team is preparing a report for the stakeholders. The team gathers and collates a large amount of data to be included in the status report.

What should the project manager do next?

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

**Answer:** A

#### NEW QUESTION 265

A mandatory compliance requirement that will impact the project software is introduced during the execution phase of an iterative project. The team is aware of the compliance requirement.

What should the project manager do next?

- A. Update the product backlog item with this new requirement.
- B. Escalate the issue of project impact to the project sponsor.
- C. Escalate the issue of project impact to the product owner.
- D. Update the stakeholder register to include the requirement owner.

**Answer:** C

#### NEW QUESTION 266

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 269

A large global organization developed a new medical implant that requires compliance with local government regulations. The approval process for one country is lengthy and will impact the intended launch date.

What should the project manager do?

- A. Organize an online distribution channel from another country.
- B. Ask the sponsor to authorize the launch and then wait for approval.
- C. Ask the board to use their influence and speed up the approval.
- D. Work with the team to find ways to bypass the regulations.

**Answer:** B

#### NEW QUESTION 270

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 271

A project management office (PMO) director finds that the project managers leading software development projects are not consistently seeking approval from other division leaders in cybersecurity and operations before deploying code into production. The PMO director asks the project manager to develop a solution for this issue.

What should the project manager do to fix this problem?

- A. Establish a daily scrum meeting and invite division leaders to attend so they can be aware of upcoming code releases.
- B. Provide division leaders with a teleconference phone number to call if they have concerns after code is deployed into production.
- C. Create a new policy requiring project managers to email division leaders before deploying code into production.
- D. Launch an enterprise governance structure comprised of division leaders to establish policies for code releases.

**Answer: D**

#### NEW QUESTION 275

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 278

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