

# Exam Questions PMP

Project Management Professional

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#### NEW QUESTION 1

A distributed project team has communication issues because of their collaboration tools. The team feels that efficiency could be improved by changing the collaboration platform.

What should the project manager do?

- A. Discuss this with the project team and select the appropriate tools.
- B. Inform the project team to continue using the current tools.
- C. Implement the communication tools used by other project teams.
- D. Escalate the issue to the sponsor and ask them to decide.

**Answer: A**

#### NEW QUESTION 2

A project manager is part of a global project team and is in charge of managing the scope defined by their country. There is a clear division regarding which pieces of the scope should be treated by global and local teams. During the last sprints, the project manager has been receiving requests that the global team should handle.

What should the project manager do in this situation?

- A. Reject the workload back to the global team.
- B. Assess the team's capacity to absorb the workload.
- C. Evaluate and understand the cause of the conflict.
- D. Escalate the situation to the project sponsor.

**Answer: C**

#### NEW QUESTION 3

A project manager leads a project that implements a new process throughout the organization. The rollout is done in stages and the project manager planned a demonstration for the pilot business units. A manager from a business unit that is scheduled for a later date asks to be invited to the sprint review. What should the project manager do?

- A. Refer the sprint review request to the project sponsor.
- B. Ask the manager to get an approval from the product owner.
- C. Invite the manager to the scheduled sprint review.
- D. Organize a special demonstration for the manager only.

**Answer: D**

#### NEW QUESTION 4

A company recently adopted agile to develop innovation projects. The project manager is experiencing problems with some team members who consider some agile ceremonies to be unnecessary.

What should the project manager have done before the beginning of the project?

- A. Conducted a survey to determine if the team was willing to adopt agile ceremonies on the current project.
- B. Prepared an inception deck and clearly explained the purpose of agile ceremonies and their benefits to the project.
- C. Discussed with the product owner and requested assistance by requiring the adoption of agile ceremonies.
- D. Discussed with the project sponsor about convincing the team to adopt the agile ceremonies as part of their routine.

**Answer: B**

#### NEW QUESTION 5

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 6

A project team is transitioning from a predictive to an agile approach. The project manager is trying to minimize the support issues that the product has had in production.

One particular pain point is the transition to operations, where the issues usually arise. What should the project manager do to improve this scenario?

- A. Increase the focus on backlog items that cover support requirements, as well as product manuals and operation guides.
- B. Ask the support/operation team to participate in the daily standup meetings to contribute to the project's progress.
- C. Engage the operation teams in the retrospectives and demo sessions and incorporate their feedback on project activities.
- D. Foster stakeholder participation by engaging them early on the backlog discussions.

**Answer: B**

#### NEW QUESTION 7

A 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 8

A project team has been working together for about 2 years. One of the team members has consistently shown high performance and stood out among their peers during the execution of the project.

How should the project manager recognize high performance?

- A. Thank the team member privately to avoid conflict among the team members.
- B. Acknowledge the high-performing team member in the next team meeting.
- C. Choose a reward for the team member that aligns with their personal goals.
- D. Ask the sponsor to approve a bonus for the high-performing team member.

**Answer: C**

#### NEW QUESTION 9

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 10

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 10

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 14

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 19

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 20**

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 25**

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 27**

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 31

A project manager has received feedback from stakeholders regarding poor communication about project progress. Weekly status reports were provided to the project management office (PMO), and the standard communications management plan was followed. What should the project manager do?

- A. Perform a root cause analysis (RCA) of the existing communication approach.
- B. Ensure that all of the complaining stakeholders are on the distribution list.
- C. Create a change request for implementing an online collaboration tool.
- D. Distribute hard copies of status reports and confirm that messages were read.

**Answer:** A

#### NEW QUESTION 32

A project manager is performing earned value management (EVM) for a cross-country pipeline project. The project manager has determined the ratio of earned value (EV) to actual cost (AC) for the project and has found the calculated result to be 0.9024. What does this value mean for the project?

- A. The project has started exceeding the planned cost.
- B. The project is earning less value than was planned.
- C. The project has earned more value than planned.
- D. The project is close to exceeding the planned cost.

**Answer:** A

#### NEW QUESTION 34

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 38

A new project needs to be submitted for urgent funding approval. The project, which will use a new technology, is vital to the organization. The entire Scrum team has worked together for over 3 years on multiple projects and delivered the previous project under the approved budget. Which estimation technique should the project manager implement in this context?

- A. Budget estimate
- B. Definitive estimate
- C. Story points
- D. Order of magnitude

**Answer:** D

#### NEW QUESTION 43

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

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

**Answer:** D

#### NEW QUESTION 46

A senior project manager has included a junior project manager as part of the project team. During a coaching session, the junior project manager asks the senior project manager how to be efficient and reduce rework. How should the senior project manager respond?

- A. Use a work breakdown structure (WBS) to create a project schedule based on the project and resource requirements.
- B. Monitor resource allocation to ensure that team members work 8 hours per day.
- C. Assign project tasks to the team regardless of their skills to accomplish the project schedule.
- D. Schedule daily meetings with key stakeholders to assess the effectiveness of the project management plan.

**Answer:** A

#### NEW QUESTION 49

A project team is using one of the visual management tools to identify dependencies. It was identified that domain knowledge from one team needs to be shared with another team to ensure the continuity of deliverables. What should the project manager do?

- A. Merge both teams into one team so the knowledge is commonly available.
- B. Remove the dependency to eliminate the need for knowledge sharing.
- C. Redistribute the team members so knowledge is available in both teams.

D. Request the respective teams to plan for knowledge-sharing sessions.

Answer: D

**NEW QUESTION 54**

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 59**

In a frequently changing project, the project manager discovers a customer requirement change during a daily meeting. What should the project manager do?

- A. Give the change to the scrum master to investigate how much additional effort the change will require.
- B. Tell the customer that the requirement change will be put into the next project phase if management approves.
- C. Validate the requirement change with the product owner and development team before redefining the scope.
- D. Escalate to management for approval since the change was not included in the original requirements.

Answer: C

**NEW QUESTION 60**

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 64**

A hospital is running a project for one of their internal critical systems to manage billing patient data and record management along with consultation reports and input from physicians. The project manager now needs to categorize the identified risks.

Drag each risk type on the left to its correct example on the right.

Type of Risk	Example
Technical risk	Availability of resources for the documentation and user manual preparation needs as this was not originally planned to be taken up by the project team
Commercial risk	Availability of the output formats of the files to interface with the data and record management systems on time as they are not available with the project manager
Management risk	The interfaces to medical devices require support from vendors
External risk	Needs regulatory compliance and clearance standards for incorporation into the system

- A. Mastered
- B. Not Mastered

Answer: A

**Explanation:**

Type of Risk	Example
Technical risk	Management risk
Commercial risk	Technical risk
Management risk	External risk
External risk	Commercial risk

**NEW QUESTION 65**

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 68**

A customer reviewed the plan for a project with high uncertainty. The customer expressed concerned about the work requiring SO many iterations with a risk of not reaching the mandatory delivery date.

Which approach should the project manager use in this situation?

- A. Hybrid approach
- B. Predictive approach
- C. Kanban approach
- D. Agile approach

**Answer: A**

**NEW QUESTION 72**

A project with a hard timeline is starting its first iteration out of six. The project team is lacking the necessary skills to execute. What should the project manager do?

- A. Allow the team to proceed as they attempt to meet the timeline.
- B. Add a subject matter expert (SME) to the project team.
- C. Invite stakeholders to discuss a mitigation plan to finish on time.
- D. Fill the skill gap personally to execute the project.

**Answer: D**

**NEW QUESTION 74**

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 76**

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 80

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 82

An agile team is in the early phases of the development cycle for a project; however, they have already begun to deliver functionality to the customer. The team has identified risks to the project and are working on developing the mitigation strategy.

What should the project manager do next?

- A. Incorporate and prioritize the risks in the risk register according to impact.
- B. Escalate the risk to the project sponsor and steering committee.
- C. Implement the risk mitigation strategy according to the highest impact.
- D. Determine if any of the new risks have any financial impact.

**Answer:** A

#### NEW QUESTION 85

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 86

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 88

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

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

**Answer:** D

#### NEW QUESTION 92

A project manager and project team are developing a strategic approach to engage the internal and external stakeholders. Which approach should be followed?

- A. Schedule status meetings with all stakeholders to allow their participation in all project discussions and reports.
- B. Analyze both internal and external stakeholders and develop a customized engagement strategy for each stakeholder.
- C. Involve only the internal stakeholders, as the external stakeholders should not have access to confidential information.
- D. Classify all high-risk stakeholders and request that the project sponsor communicate directly with them.

Answer: B

#### NEW QUESTION 93

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 98

An agile team has released the second version of its product, but the feedback is that the software has many bugs that compromise the user experience. What should the project manager do?

- A. Facilitate the next retrospective meeting, focusing the team on analyzing root causes and proposing solutions.
- B. Closely evaluate the skill set of the team, looking for technical gaps that need to be filled in order to improve quality.
- C. Hire an external consultancy firm to focus on testing and quality control to avoid the issue in the future.
- D. Propose an internal program that offers incentives for the team members who find and fix bugs.

Answer: A

#### NEW QUESTION 102

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 104

A project manager wants to assign a junior engineer to a new project. In past projects, the engineer showed initiative to take on complex tasks and solve problems in innovative ways without any need for encouragement. However, the engineer declines the project manager's invitation to join the new project.

What is the most likely reason for the engineer's refusal to work on the project?

- A. The engineer did not feel welcome or enjoy working with the other project team members.
- B. The project manager did not follow the normal hiring process with the engineer's functional manager.
- C. The engineer has "project burnout" from working long hours and solving difficult problems.
- D. The project manager did not sufficiently support and recognize the engineer's professional growth.

Answer: D

#### NEW QUESTION 105

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 106

An experienced project manager is overseeing a merger and acquisition project. The project manager reacted differently to different threats identified on the project

Drag the mitigation strategy on the left to the project manager's actions on the right



- A. Mastered
- B. Not Mastered

Answer: A

**Explanation:**

A picture containing chart Description automatically generated

**NEW QUESTION 110**

A project manager is working on a large IT project. During a review for one of the deliverables, a stakeholder raised a concern about the final product. What should the project manager do first?

- A. Set up a meeting with the product owner to discuss the stakeholder's concern.
- B. Discuss this with the team and review the project requirements documentation.
- C. Set up a meeting with the sponsor to discuss the details of the deliverable.
- D. Discuss this with the team and put the stakeholder's concern in the issue log.

Answer: A

**NEW QUESTION 115**

During the execution of a construction project, one of the neighboring businesses is complaining that the current building height does not agree with the initial project plans. What should the project manager do first?

- A. Ask the neighbor to leave the site immediately because the site is on private property.
- B. Inform the neighbor that all of the project documentation has been approved.
- C. Inform the neighbor that the complaint will be escalated to the project sponsor.
- D. Ask the neighbor to submit a formal complaint about their concerns.

Answer: D

**NEW QUESTION 120**

Contract terms used during the tender phase for a new power-generation facility must be revised before signing with the successful bidder because the terms of the tender have been amended to accommodate the new financial regulations on company tax. Which approach should the project manager take to implement this amendment?

- A. Sign the contract as per the original terms but allow the successful bidder to submit a new contract price.
- B. Amend the contract terms and sign a revised contract with the successful bidder.
- C. Retender the entire scope because the terms of the contract have changed significantly.
- D. Discuss the new terms with the successful bidder to assess its impact on the contract price.

Answer: B

**NEW QUESTION 122**

An agile project has a broad set of product features intended for different user profiles and usages. It is difficult to define common acceptance criteria that can apply to all the features.

How can the project manager ensure that the appropriate acceptance criteria are applied to the features?

- A. Define the acceptance criteria and specific functional test cases only after analyzing the user feedback from testing the early feature release.
- B. Integrate the acceptance criteria review into the definition of ready (DoR) for each feature and associated tests into the feature's definition of done (DoD).
- C. Use the broadest set of acceptance criteria to ensure that all features have a common quality baseline and associated functional test cases.
- D. Integrate the specific tests into the definition of ready (DoR) for each feature and the acceptance criteria into the feature's definition of done (DoD).

**Answer: B**

#### NEW QUESTION 125

A project is in the execution phase. The client was actively involved in the early stages but has been less engaged lately. A number of changes to the requirements have recently been requested.

What should the project manager do next?

- A. Reject the changes and stay the original course as initially agreed with the client.
- B. Review the changes and make the decision based on the project team's recommendations.
- C. Discuss the changes with the client and jointly make the decision on how to proceed.
- D. Review the risk register to see if mitigations have already been outlined for this scenario.

**Answer: C**

#### NEW QUESTION 127

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 128

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 133

A project manager has just been appointed to a project that has two major deliverables. Both deliverables have the same level of priority and are to be delivered at the same time. The members of the team are complaining about the lack of information regarding which deliverable needs to be finished first.

What should the project manager do?

- A. Ask key stakeholders to cancel the project due to the difficulty of executing both deliverables at the same time.
- B. Ask the team to start working on the easiest deliverable first so they gain experience to execute the second deliverable.
- C. Meet with the project sponsor and key stakeholders to assess each deliverable's value to the organization and set execution priorities.
- D. Require that the project team execute both deliverables at the same time, since this was requested and approved in the project charter.

**Answer: C**

#### NEW QUESTION 134

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 136

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 139**

A project schedule risk has turned into an issue. The project manager foresees delays in project execution. What should the project manager do to resolve the issue?

- A. Update the risk management plan and send it to the project team.
- B. Update the schedule baseline to the new project time line.
- C. Escalate the issue to senior leadership for resolution.
- D. Work with relevant stakeholders to determine possible solutions.

**Answer: C**

**NEW QUESTION 144**

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 147**

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 150**

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 151**

A production team will soon begin their first agile project. No one in the team or management has agile knowledge. The training manager can only fund three enrollments.

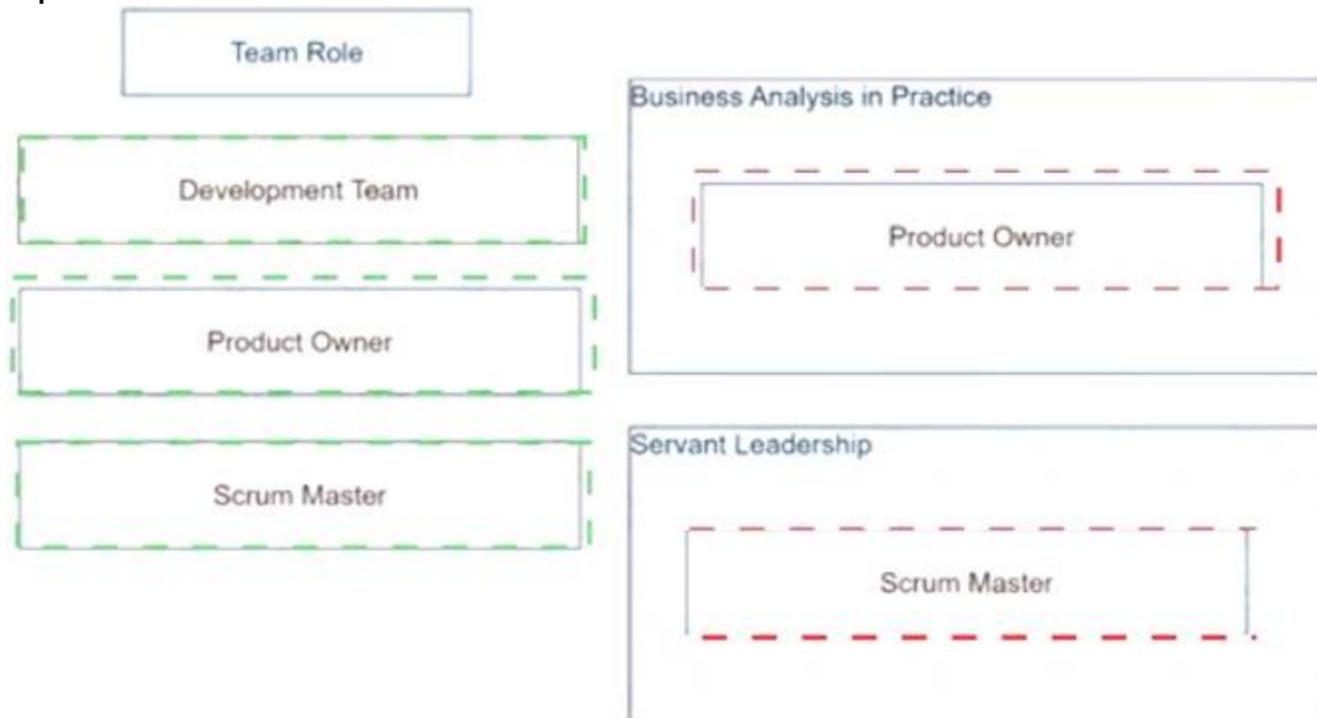
Match the team role on the left to the correct training course on the right. (Use all three of the team roles.)

Team Role	
Development Team	Business Analysis in Practice
Product Owner	
Scrum Master	Servant Leadership

- A. Mastered
- B. Not Mastered

**Answer: A**

**Explanation:**



**NEW QUESTION 154**

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

**Answer: B**

**NEW QUESTION 158**

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



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

**Answer: B**

**NEW QUESTION 159**

A project manager is leading a hybrid project and is collaborating with the client to develop the project contract. Some delays have been experienced due to unforeseen technical difficulties and new dependencies. However, the project manager is optimistic about recovering the delays in the upcoming sprints. A key stakeholder asked the project manager if the contract deadlines can be met. What should the project manager do first?

- A. Study the contract terms and deadlines to ensure they are not under risk and confirm them with the stakeholder.
- B. Clarify the current work progress, causes for delays, existing risks, and planned corrective actions.
- C. Submit a request for extra time and budget related to the dependencies and technical difficulties.
- D. Ask the stakeholder to remain calm and confirm that they are participating in all team meetings.

**Answer: B**

**NEW QUESTION 160**

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 162

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 166

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 170

A team needs to implement a mandatory compliance regulation in a product, which is required for its release.

While nearing the product release, when completeness was being verified, it was found that the compliance part was not implemented in the project. What should the project manager do next?

- A. Get an exception approval from the legal team.
- B. Request the team to implement the compliance.
- C. Ask the stakeholder to descope the compliance.
- D. Obtain approval from management and release.

**Answer: B**

#### NEW QUESTION 173

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 178

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 183

A vendor project manager and team are implementing a software solution across the organization. A customer stakeholder who was not present during the sales process is demanding that the team implement requirements that are out of scope without adding additional cost to the project. What should the project manager do next?

- A. Escalate the issue of the additional requirements to the executive leadership team.
- B. Refer the stakeholder to the delivery specifications in the statement of work (SOW).
- C. Implement all the requirements the customer has requested.
- D. Adjust the scope baseline and schedule baseline accordingly.

**Answer: B**

#### NEW QUESTION 185

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 187

A project manager finds it challenging to comply with standardized processes for knowledge transfer. The project teams and stakeholders are scattered around field sites, the office, and remote locations. In addition, some team members have limited access to the electronically shared files.

How should the project manager manage this challenge?

- A. Request changes in the processes since it is not suitable for the company environment.
- B. Communicate a strong message to the team explaining the importance of knowledge transfer.
- C. Study the environment and the available resources to determine which approach to use.
- D. Send the intended information through email since it is the primary communication tool.

**Answer: C**

#### NEW QUESTION 189

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 191

A project manager recently finished a project and started managing a new project with a different supervisor.

As part of the early project activities, the supervisor from the original project is assigned to the team as a nonsupervisory resource and immediately begins challenging all decisions made by the current supervisor.

What should the project manager do to resolve this conflict?

- A. Give the project team time to work through the issues with the new supervisor.
- B. Ensure the new supervisor takes the lead when being challenged.
- C. Immediately remove the resource from the project team.
- D. Communicate with the resource on the roles and responsibilities of this project.

**Answer: A**

#### NEW QUESTION 193

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.

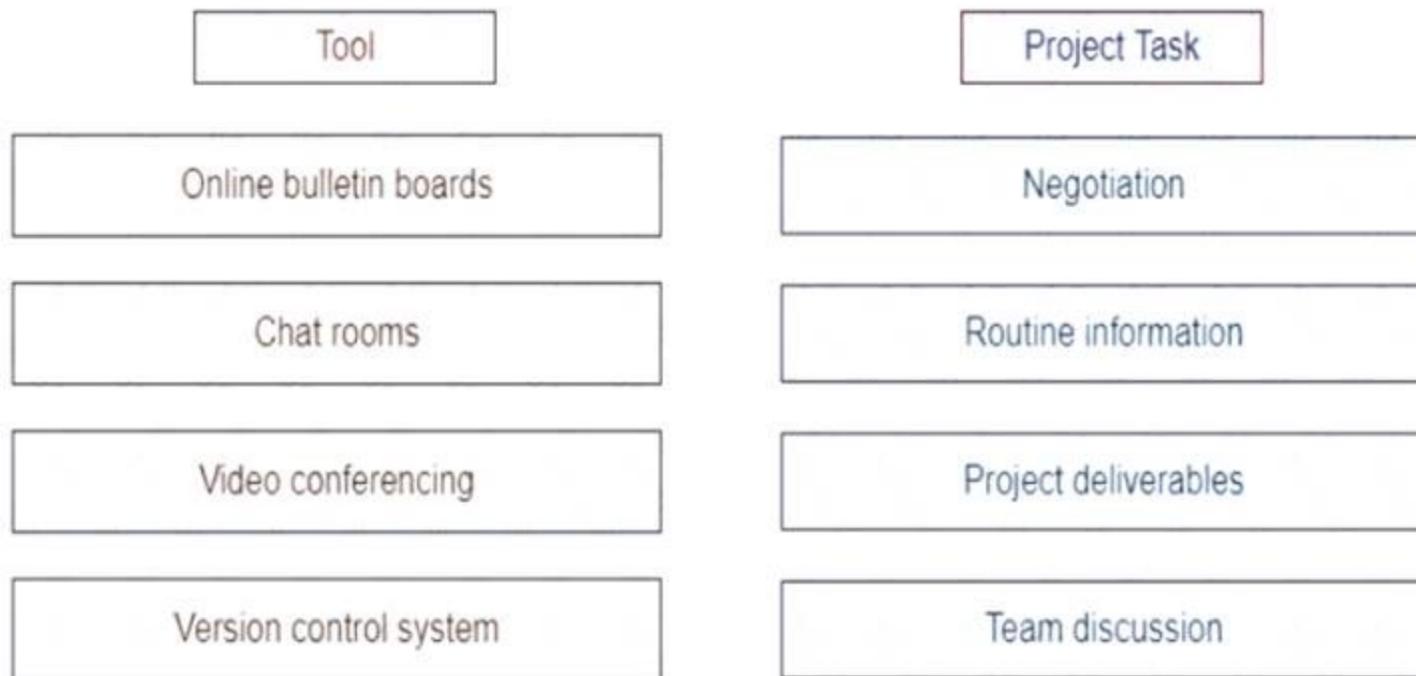
Which two actions should the project manager take? (Choose two)

- 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 194

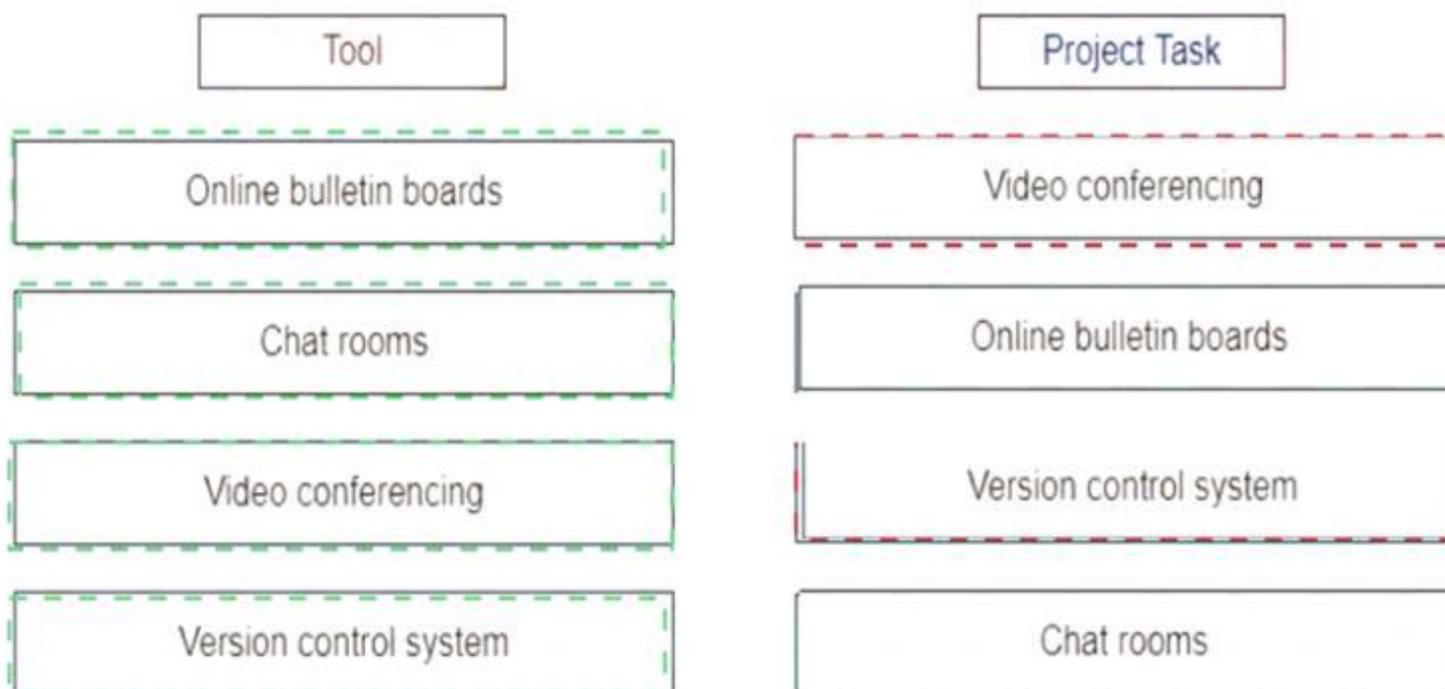
An agile team is geographically separated across multiple continents, and the project manager is identifying the tools to manage the communication among the virtual teams. Drag the appropriate tool on the left to each project task on the right.



- A. Mastered
- B. Not Mastered

Answer: A

Explanation:



**NEW QUESTION 197**

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 199**

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 203**

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 206

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 208

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 209

A project manager has expertise in the technical domain. The project manager frequently demonstrates unacceptable behavior toward other team members; however, when confronted, the project manager denies this behavior. What is the reason for the project manager's behavior?

- A. The project manager lacks necessary empathy.
- B. The project manager lacks emotional intelligence (EI).
- C. The project manager was not properly trained.
- D. The project manager is in the wrong project role.

**Answer: C**

#### NEW QUESTION 213

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 218

After the project charter's approval, the project manager needs to work on detailed project requirements, constraints, and assumptions with stakeholders. However, not all of the stakeholders are immediately available for a meeting in the short term.

What should the project manager do in order to gather the information needed from stakeholders?

- A. Conduct a meeting to build the project management plan with the stakeholders who are available.
- B. Escalate to the project sponsor that not all stakeholders are available for a meeting.
- C. Meet with the project management team to build the project management plan before consulting stakeholders.
- D. Email, call, or meet with each stakeholder separately to obtain their input.

**Answer: D**

#### NEW QUESTION 222

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