

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 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 3

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 4

A project team has installed software for the client, passed the knowledge to operations, sent the final report, and celebrated. Then 1 week later, the client sends a list of requirements that have not been met. The client is requesting to fix the issues quickly and within the initial budget. What should the project manager have done to prevent this from happening?

- A. Reviewed the acceptance criteria and obtained client approval.
- B. Allocated a risk budget for any post-release improvements.
- C. Conducted a pilot to understand the client's performance parameters.
- D. Established meetings with the client throughout the project phases.

Answer: A

NEW QUESTION 5

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 6

A project scope statement has been approved, and the project manager and core team have been assigned to the project. Suddenly, the project manager takes a temporary leave of absence due to a medical emergency. While the project manager is on leave, the team develops the project schedule. When the project manager returns, a detailed schedule is almost complete. What should the project manager do?

- A. Ensure that the schedule is aligned with the vision and objectives.
- B. Escalate the compliance issue to the project management office (PMO).
- C. Congratulate the team and move on to the execution phase.
- D. Develop a new detailed schedule with the team and project sponsor.

Answer: A

NEW QUESTION 7

A project team is implementing a hosted system for a third party. Just before going live, the customer asks the project team to include additional functionality. The project team identified risks to the delivery date and informed the project manager that some of the requested functions are in conflict with the agreed scope. What should the project manager do?

- A. Discuss with the team, estimate the effort, and raise a change request.
- B. Discuss with the customer the risks identified and team's concerns.
- C. Ask the team to deliver the functionality on the agreed go-live date.
- D. Ask the customer to go live and add the new functionality in the backlog.

Answer: A

NEW QUESTION 8

During execution of a complex project, the project manager encounters numerous change requests from various teams. These changes may result in the project not meeting its objectives.

How should the project manager ensure that these changes are managed effectively?

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

Answer: A

NEW QUESTION 9

A project manager is preparing to start a new project in which the team members are distributed geographically across different countries. The project manager is using the communications management plan to engage the team members and find a communication method that suits everyone.

How should the project manager continually evaluate the effectiveness of the virtual team's engagement?

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

Answer: A

NEW QUESTION 10

A project sponsor insists that the project scope for a new product launch should include two geographical locations. However, after the project scoping session was done, a project charter was completed and approved with one location only. What should the project manager do?

- A. Ask the sponsor to increase the budget and schedule of the project to accommodate the additional scope.
- B. Encourage the sponsor to start another project for the additional location so that the current project is not impacted.
- C. Assess the impact to the scope and submit a change request for approval of the two locations before including them in the scope of the project.
- D. Discuss with the sponsor that the project scope is approved and it is not possible to include two locations as it will affect the budget.

Answer: C

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 15

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 18

A project manager is developing the stakeholder register and is having trouble understanding the motivation of some of the stakeholders. What should the project manager do to get this information?

- A. Organize a one-on-one conversation with each stakeholder.
- B. Request stakeholders articulate their motivations at the kick-off meeting.

- C. Email project objectives to all stakeholders and ask for endorsement.
- D. Identify each stakeholder's motivations from the business case.

Answer: A

NEW QUESTION 19

A company is initiating a project to enhance one of its existing products. All of its products are developed internally. What should the project manager do?

- A. Ensure the stakeholder engagement plan is accurate and properly documented.
- B. Review the lessons learned from the previous project.
- C. Create a lessons learned document for the initiation phase.
- D. Identify the risk of implementing the new solution and evaluate the impact on the project.

Answer: B

NEW QUESTION 20

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

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

Answer: B

NEW QUESTION 25

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

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

Answer: C

NEW QUESTION 26

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

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

Answer: B

NEW QUESTION 30

A project manager prepared a project benefits management plan. Which of the following should be included in this document?

- A. Project requirements, target benefits, issue log, metrics
- B. Target benefits, strategic alignment, time frame for realizing benefits
- C. Strategic alignment, benefits owner, risk register
- D. Target benefits, benefits owner, lessons learned

Answer: B

NEW QUESTION 33

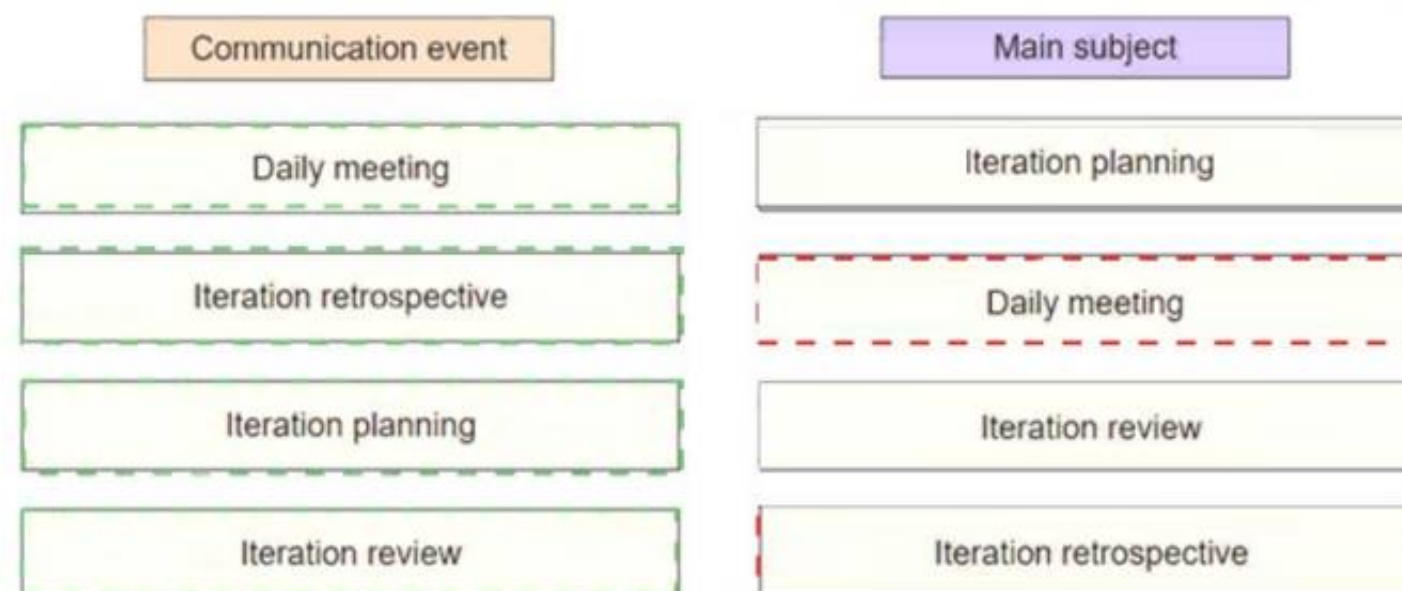
Drag the communication event on the left to the main subject discussed during the event on the right.



- A. Mastered
 B. Not Mastered

Answer: A

Explanation:



NEW QUESTION 37

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 40

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 41

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

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

Answer: A

NEW QUESTION 43

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

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

Answer: A

NEW QUESTION 45

At a project meeting, a business analyst requires input from a marketing consultant to continue working on a task. The business analyst has tried to contact the consultant but has been told that the consultant does not have the time to discuss the project. What should the project manager do to move the project forward?

- A. Escalate the issues about the consultant to the functional manager so the consultant dedicates the necessary time to the project.
- B. Include a new project risk into the risk register and allocate the consultant as the risk owner as it is their responsibility to provide input.
- C. Discuss the request with the consultant and set up time with the business analyst and consultant to discuss the project requirements.
- D. Urge the business analyst to continue contacting the consultant to discuss the project since this is the responsibility of the business analyst.

Answer: C

NEW QUESTION 47

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 51

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 52

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 57

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

Which action should the project manager take?

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

Answer: A

NEW QUESTION 58

A project manager has recently been assigned to a new project. When the project manager first meets the project team, the team tells the project manager that all of the management plans and documents for the project are missing.

What should the project manager do?

- A. Ask the stakeholders to develop all of the project artifacts so the project team can continue their scheduled activities.
- B. Create the project management plans with the project team and share the documents with the stakeholders.
- C. Continue working on scheduled tasks to avoid delaying the project and leave the development of project artifacts for later.
- D. Adapt the project management plans and documents from previous executed projects in order to save time.

Answer: B

NEW QUESTION 61

A steering committee member is complaining about the weekly report. They stated that the report is too long and has unnecessary details. As a result, they are unable to obtain the main message and take action.

What should the project manager do to avoid similar complaints?

- A. Present the status at a weekly meeting with the steering committee.
- B. Verify the information needed for steering committee members.
- C. Send a shorter daily report to this steering committee member.
- D. Demonstrate the weekly reports in a presentation for the steering committee member.

Answer: B

NEW QUESTION 66

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 68

A project manager was replaced in the early phases of a new project. The new project manager discovers that the business team is not supporting the project. After discussing these concerns with the team, it is determined that the project does not have the full support of senior management.

What should the new project manager do next?

- A. Send out a status report describing the situation to the stakeholders and request general assistance.
- B. Request the business team to clearly define their issues with the project work completed to date.
- C. Study the stakeholder analysis to understand which stakeholder holds the most influence and seek their assistance.
- D. Ask senior management to be more involved with the project and to provide their full support.

Answer: C

NEW QUESTION 70

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

Which estimation technique should the project manager recommend?

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

Answer: C

NEW QUESTION 72

A project team is conducting sprint planning. Based on the estimated effort, only 95% of the items included in the sprint may be delivered. The product owner asks the project manager for advice on how to prioritize the backlog items.

What should be used to prioritize the backlog items?

- A. Risk to delivery
- B. Technical complexity
- C. Business value
- D. Estimation accuracy

Answer: C

NEW QUESTION 75

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 78

During project initiation meetings, the project manager of a 9-month project states that a specific task would be out of schedule. At the project kick-off meeting, a key project stakeholder strongly objects, stating that this task is the key value of the project and should be completed on time. What should the project manager do to reduce the chances of having a strong rejection from stakeholders during the project initiation stage?

- A. Develop a stakeholder-by-stakeholder engagement assessment matrix.
- B. Send a letter to the stakeholders to inform them about the project scope and start date.
- C. Schedule meetings with key stakeholders in advance to gather feedback on the project scope.
- D. Identify stakeholder rejection as a risk in the project risk register.

Answer: C

NEW QUESTION 82

The project sponsor reports that a key stakeholder is complaining about performance differences in the metrics reported by the project manager, which gives the impression that the project is out of control. The project manager has been providing the project's status according to the agreedupon communications management plan. This key stakeholder, however, seldom attends the status report meetings. What should the project manager do first to address this situation?

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

Answer: A

NEW QUESTION 84

At the end of a project's initiation phase, the budget was developed and sent to the approval board. During the approval meeting, one of the key stakeholders asked how the budget was developed for future uncertainties. How should the project manager reply?

- A. Recurrent team meetings are planned to control the budget against future uncertainties.
- B. Probabilistic analysis was used to develop the budget to address future uncertainties.
- C. The budget was developed by using the lessons learned from previous project data.
- D. Feedback from stakeholders will be addressed at each board meeting to adapt the budget.

Answer: A

NEW QUESTION 89

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 93

A project being constructed in a remote rural area is nearing the end of construction. The project manager would like to share the good news with stakeholders. How should the project manager communicate with the local community?

- A. Social media
- B. Email
- C. Meetings
- D. Newspapers

Answer: A

NEW QUESTION 98

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

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

Answer: B

NEW QUESTION 102

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 103

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 105

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 108

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 111

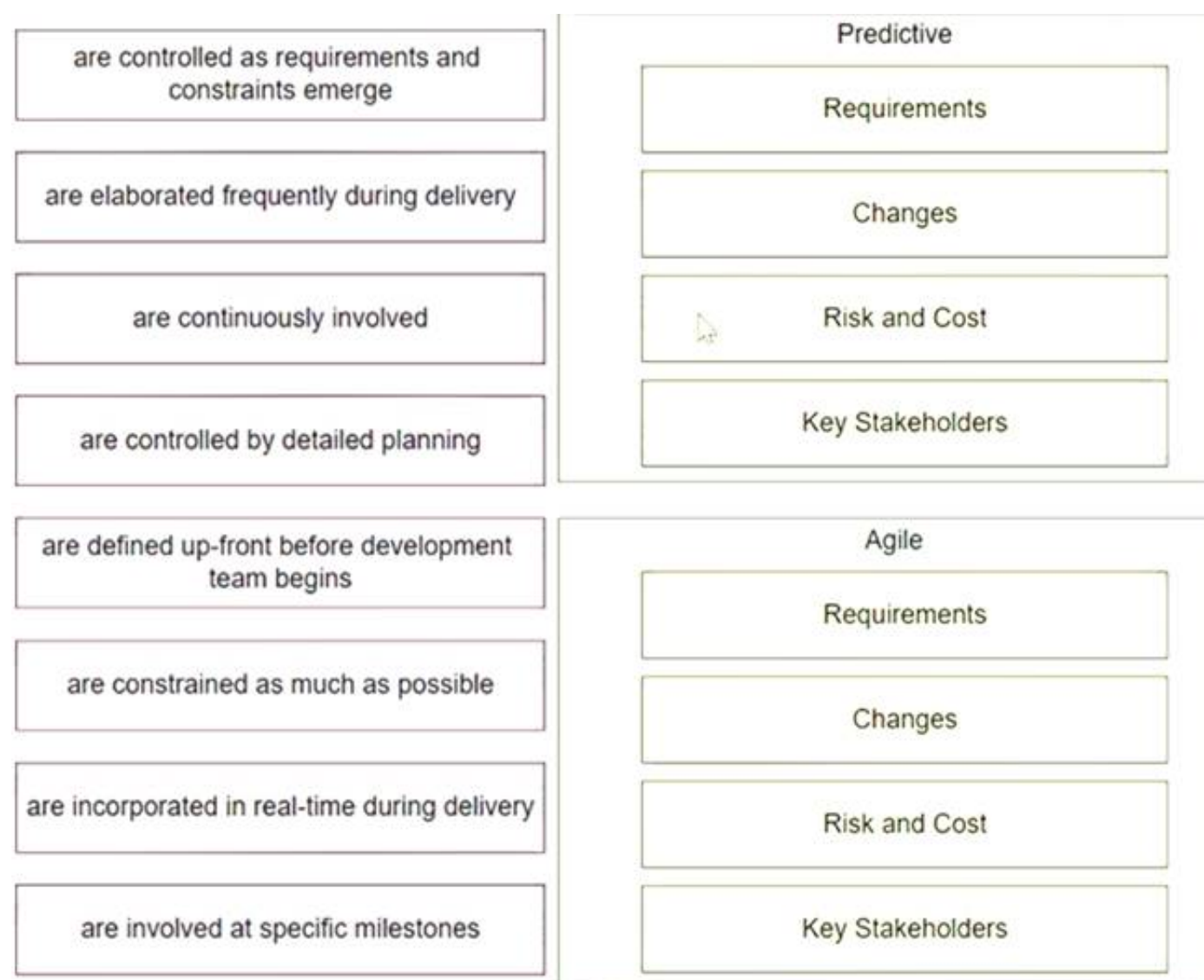
During the lessons learned workshop, one stakeholder mentioned that the project was unsuccessful as it did not deliver the expected business value. What should the project manager do to address this concern?

- 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 116

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



- A. Mastered
- B. Not Mastered

Answer: A

Explanation:

Graphical user interface, application Description automatically generated

NEW QUESTION 119

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 120

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

What should the project manager do?

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

Answer: C

NEW QUESTION 121

A team is preparing the closing phase and building a plan for the next phase. One of the project sponsors is complaining that the last phase had some quality deliverable issues. However, the quality acceptance document was signed.

What should the project manager do?

- A. Reopen the quality acceptance documentation to add the sponsor's complaints.
- B. Schedule a quality review meeting and include the sponsor's complaints.
- C. Review best practices and lessons learned and apply them to the project plan.
- D. Postpone the next project phase until the impact of the quality issues is assessed.

Answer: B

NEW QUESTION 125

How can agile measurements improve upon predictive measurements in cases where the final 10% of a project takes longer than planned?

- A. By scheduling iterative meetings with the product owner to improve project tracking
- B. By focusing on the delivery of incremental working products to the customer
- C. By reviewing burnup charts to determine the effort required against estimated earned value
- D. By conducting daily standups to more accurately track project deliverables

Answer: C

NEW QUESTION 127

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 129

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

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

Answer: D

NEW QUESTION 134

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 138

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

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

Answer: B

NEW QUESTION 140

A project manager analyzes the cumulative flow chart and identifies a bottleneck in the testing activities from a self-organizing team. After discussing it with the team, a gap related to testing skills is identified. What should the project manager do to address the issue?

- A. Onboard a new project team member who has testing skills.
- B. Provide training to the entire team so they all will be able to perform tests.
- C. Support the team to identify an approach to resolve the problem.
- D. Ask the development team to slow down so the testers can catch up.

Answer: C

NEW QUESTION 141

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 144

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 149

A project manager is assigned to a new project that will launch the digital version of a current product. Even though the product is well known, the vision for its digital version is not clear to the stakeholders.

What should the project manager do to increase value delivery?

- A. Use spikes to dig deeper into the technical challenges of the new product, thus reducing the technical risk.
- B. Create a visual task board with all of the relevant stakeholders to support backlog prioritization.
- C. Work with the team on the definition of a minimum viable product (MVP) and present it to the stakeholders.
- D. Gather the team to create a comprehensive product roadmap but only commit to requirements for the next quarter.

Answer: C

NEW QUESTION 151

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 152

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 156

A project manager in a matrix organization has been assigned to a system solution project with tight time lines. There are two resources assigned as part of the solution team: one who is experienced and one who is new. During development, the project manager notices that the resources disagree on the solution approach.

What should the project manager do next to deliver a reliable solution?

- A. Meet with the resources and agree that the more experienced resource's approach has proven to be effective in the past.
- B. Meet with each resource's functional manager and arrive at a common approach that is appropriate for the project's constraints.
- C. Meet with the entire project team and decide on a further course of action based on team consensus.
- D. Meet with the resources together and find common ground on viewpoints to compromise on an approach.

Answer: C

NEW QUESTION 160

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 162

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

What should the project manager do?

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

Answer: B

NEW QUESTION 163

Several components of an expensive manufacturing project have been returned by the customer. The customer is complaining that the quality of the components is poor and is concerned that, as a result, their products will be returned due to quality issues.

The project manager is certain that quality has been maintained.

How should the project manager communicate with the customer to help assure them that the project has produced quality products?

- A. Show the customer the tolerance and control limits.
- B. Show the customer sample results from the current batch.
- C. Show the customer a sample history of quality.
- D. Show the customer the quality control measurements.

Answer: D

NEW QUESTION 168

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 172

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

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

Answer: B

NEW QUESTION 174

A project team is performing a post-release evaluation of a product that requires detailed feedback from seven stakeholders. Six of the stakeholders have promptly provided feedback. One of them has not provided any feedback despite numerous requests from the team.

What should the project manager do in this situation?

- A. Schedule a meeting with the reluctant project stakeholder to obtain their feedback.
- B. Meet with all seven of the project stakeholders and request all of their feedback.
- C. Explain to the sponsor why the reluctant stakeholder needs to provide feedback.
- D. Host a meeting with the reluctant stakeholder and project team to resolve any conflict.

Answer: D

NEW QUESTION 178

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 183

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

What should the project manager do first?

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

Answer: C

NEW QUESTION 185

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

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

Answer: A

NEW QUESTION 189

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 192

A senior manager attends one of the project review meetings and expresses concern that the project will not meet the quality standards. What should the project manager do?

- A. Estimate the backlog items to forecast quality.
- B. Ask the senior manager to approve the user acceptance testing (UAT) plan.
- C. Review the quality management plan with the senior manager.
- D. Inform the senior manager that there are approved quality standards.

Answer: C

NEW QUESTION 197

A team shared a complaint regarding the scrum master during the last sprint review. The team expressed that they were delayed because the scrum master did not remove impediments, such as scheduling some meetings with external teams and obtaining a room to work collaboratively, among other critical blockers. What should the project manager do?

- A. Request an additional resource to assist in solving all of the impediments listed by the team.
- B. Determine and agree when a situation becomes an impediment to be solved by the scrum master.
- C. Request the team review and prioritize the open impediments to resolve all of them as soon as possible.
- D. Push back, explaining that a self-organized team should address all of the problems to get the work done.

Answer: B

NEW QUESTION 202

A project manager is leading a project when a key stakeholder requests additional work that is not in the scope. The stakeholder is also concerned that the project sponsors may not approve and fund the additional change in scope.

What should the project manager do first?

- A. Evaluate the cost of the additional requested work.
- B. Evaluate the impact and submit a change request.
- C. Discuss the requested change with the sponsor.
- D. Discuss the requested change with the team.

Answer: B

NEW QUESTION 207

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

Answer: C

NEW QUESTION 211

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 216

Two members of a new project team disagree on the best approach to solve a problem. The conflict has been going on for 1 week. The two members are tense around each other and are taking everything personally. What should the project manager do?

- A. Help the team members to resolve the conflict in a way that results in the best team performance.
- B. Offer a compromise that is acceptable to both team members, even if it may not be the best solution.
- C. Understand each team member's argument and select the one that results in less risk to the project.
- D. Send both team members to the human resources (HR) department for an acceptable resolution.

Answer: A

NEW QUESTION 220

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 223

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

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

Answer: D

NEW QUESTION 226

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 229

A project manager assigned to an education project needs to train a workforce in application development. The customer is responsible for providing the training center, and the deadline to start the first training is in 2 weeks. The customer calls to say that the center will not be available in 2 weeks due to some unforeseen problems. What should the project manager do next?

- A. Apply the terms and conditions of the contract with penalties.
- B. Issue a change request to reflect the anticipated date for training.
- C. Help the customer find an alternative location to start the training.
- D. Update the project schedule with the new date for training.

Answer: B

NEW QUESTION 233

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 238

In the past year, a company paid US\$60,000 to an external subcontractor for an ongoing project. The project manager has been asked to evaluate if the project

can be delivered more cost effectively this year by using internal labor. The project manager used an optimistic term of 4 months, a pessimistic term of 6 months, and a most expected term of 5 months, and has concluded that the service can be delivered with the following resources:

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

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

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

Answer: B

NEW QUESTION 243

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 246

A project is being executed. The project's life cycle is defined as predictive; however, a major deliverable will be handed over incrementally to the customer. The assigned resources are experienced and reliable and are willing to make decisions that the project manager used to make after each incremental delivery on other projects. What should the project manager do?

- A. Support the decisions of the team and transfer the decision making responsibility to them.
- B. Consult the product owner about letting the resources make decisions.
- C. Schedule a steering committee meeting and obtain their approval on the request.
- D. Inform the team that although this is a hybrid environment, the project manager must still be responsible for making decisions.

Answer: A

NEW QUESTION 248

A project sponsor commonly asks the project manager to skip project retrospectives due to time constraints. However, the project manager persists in running this critical ceremony by reducing the time for preparation and for discussion. What are two issues that these actions by the project manager could cause? (Choose two)

- A. Lessons learned from other teams to not be considered
- B. A lot of discussions that yield no results or possibly too many results
- C. A focus on the negative and a disinterest in further improvements
- D. A lack of direction and motivation for the team in the workshop
- E. Time management plan for the retrospective workshop to not be updated

Answer: BD

NEW QUESTION 250

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

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

Answer: A

NEW QUESTION 252

While finalizing project management plans, a customer provides the project manager with a new set of quality standards to which the final product must adhere. What should the project manager do to ensure a smooth delivery of the product?

- A. Involve the client in risk identification.
- B. Agree with the client on acceptance criteria.
- C. Involve the client in a performance gap analysis.
- D. Agree with the client on a new project charter.

Answer: C

NEW QUESTION 253

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 256

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 257

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

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

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

Answer: D

NEW QUESTION 262

An agile facilitator has gathered a team for a new project. This team and facilitator have not yet worked on a project together.

How should the facilitator proceed?

- A. Schedule a release planning session.
- B. Set up a lessons learned session from a similar project.
- C. Conduct a product roadmap session with the team.
- D. Hold a team charter discussion.

Answer: C

NEW QUESTION 264

A project manager received a request to add features and functions to the project after the scope had already been established. What should the project manager do?

- A. Follow the requirements management process.
- B. Follow the stakeholder engagement process.
- C. Follow the risk management process.
- D. Follow the change management process.

Answer: D

NEW QUESTION 265

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 270

In a financial company, a strategic project has been planned to use a predictive approach. During project planning, the product leader requests that milestones be submitted for review. There is a defined scope and an established deadline to conclude the project.

What should the project manager do first to meet the product leader's expectations?

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

Answer: C

NEW QUESTION 273

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 275

A project team is completing a design, while another team in a different country is performing implementation. How should the project manager communicate the design to the implementation team?

- A. Send a detailed email with the completed design document.
- B. Conduct a workshop with all of the stakeholders.
- C. Conduct a workshop with both of the teams.
- D. Upload the design documents into the project repository.

Answer: C

NEW QUESTION 280

A company just started managing a project using an agile approach Due to this change, the general manager is worried about the scope definition process for upcoming projects What should the project manager do to ensure the project scope is completely defined?

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

Answer: B

NEW QUESTION 282

A project sponsor would like to include a new deliverable. The sponsor contacts the project manager in order to seek advice on the most efficient approach to complete the deliverable within the next 2 months.

What should the project manager do?

- A. Change the project methodology in order to achieve completion of the deliverable within 2 months.
- B. Advise the sponsor that it is not the project manager's job to evaluate the project.
- C. Suggest that the sponsor conduct a cost-benefit analysis to determine feasibility.
- D. Use the management reserve in order to expedite completion of the deliverable within 2 months.

Answer: C

NEW QUESTION 287

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

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

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

Answer: A

NEW QUESTION 292

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 297

A project manager has just received communication from an operational functional manager to complete an additional scope item for a project that was formally closed a few weeks ago. The scope looks relatively small and simple to handle as part of the daily operations activity.

How should the project manager deal with this request?

- A. Submit a change request and allocate the budget and resources needed for execution.
- B. Confirm that the budget and resources are available to execute the work request.
- C. Check the alternative resources available in the organization for the request.
- D. Evaluate the nature of the request and plan communication accordingly.

Answer: D

NEW QUESTION 300

A senior vice president requested the creation of more agile teams to run projects of varying lengths and complexities in parallel with each other. This will impact the amount of time the project managers will be able to dedicate to each project. The project managers typically dedicate 50% of their time to projects regardless of their complexity. What should the project manager do as a servant leader to help achieve this transformation?

- A. Review the organizational process assets (OPAs) to evaluate mitigation plans for similar risks.
- B. Create a risk entry regarding the project manager's capacity and develop a mitigation plan.
- C. Empower the team to develop the necessary skills to move the project forward independently.
- D. Issue a change request to hire additional project managers based on the increased workload.

Answer: C

NEW QUESTION 301

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 304

A critical project milestone was missed because one of the team members did not complete their tasks on time. This resulted in a heated discussion during a demonstration for the end users. What should the project manager do next?

- A. Discuss the issue with the team member in a one-on-one meeting.
- B. Ask the team member to justify the delay during a team meeting.
- C. Review the human resources (HR) policies for relevant corrective actions.
- D. Escalate the performance issue to the team member's functional manager.

Answer: A

NEW QUESTION 309

A project had scheduling delays, which necessitated the team to work overtime to meet critical milestones. This led to some misunderstandings among team members. The project sponsor has allocated a monetary award. How should the project manager utilize the award?

- A. Meet with the team members and ask them how to spend the reward.
- B. Arrange a luncheon for all team members and include team-building sessions.
- C. Draft a points system to allocate a portion of the money for each resource.
- D. Allocate the reward to the team leaders to spend on the team as they see fit.

Answer: C

NEW QUESTION 314

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 319

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 324

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

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

Answer: C

NEW QUESTION 328

In the daily check-in meeting, a team member informs the project team that the licenses for one of the components that will be used will expire in a couple of months. The licensing cost is significant. What should the project manager do next?

- A. Evaluate the impact of nonrenewal of the license.
- B. Escalate the licensing issue to the product owner.
- C. Add a spike to the backlog for an alternative design.
- D. Raise a change request to secure the renewal.

Answer: A

NEW QUESTION 330

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

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

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

Answer: AD

NEW QUESTION 334

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 336

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

What should the project manager do first?

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

Answer: A

NEW QUESTION 339

An internal virtual team is meeting daily to review iteration progress, as well as to conduct other technical and followup calls with key stakeholders. The team seems to be disengaged.

How should the project manager approach this situation?

- A. Give the team members a few days off to reduce stress.
- B. Reduce the number of internal and external meetings.
- C. Review team assignments and reduce the workload.
- D. Schedule one-to-one meetings and team-building meetings.

Answer: D

NEW QUESTION 340

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 343

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

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

What should the project manager do?

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

Answer: A

NEW QUESTION 345

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

What should the project manager do?

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

Answer: D

NEW QUESTION 346

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

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

Answer: B

NEW QUESTION 349

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

What should the project manager do?

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

Answer: B

NEW QUESTION 352

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

What should the project manager do to improve the situation?

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

Answer: D

NEW QUESTION 355

A project team member is sick and will not be able to return to the project for a few weeks. During the daily meeting, the team shares their concerns as the sick team member was the only one skilled in the component they were developing.

What should the project manager have done to prevent this?

- A. Requested robust documentation for the component's build.
- B. Outsourced development of the specific component to another team.
- C. Acquired more than one resource skilled in each component.
- D. Facilitated cross-functional knowledge transfer during the project.

Answer: D

NEW QUESTION 358

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 359

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

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

Answer: B

NEW QUESTION 362

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

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

Answer: B

NEW QUESTION 367

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

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

Answer: C

NEW QUESTION 372

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