

## PMP Dumps

### Project Management Professional

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**NEW QUESTION 1**

A project team is in the planning stage and has prepared a list of activities and completed sequencing the activities. During a review, the team noted that there is a dependency missing between:

- \* Test the product
- \* Release to customer

According to the quality management plan, the product must be tested before being released.

How should the project manager enter this dependency?

- A. Start to start
- B. Start to finish
- C. Finish to start
- D. Finish to finish

**Answer: C**

**Explanation:**

A finish to start dependency means that the successor activity cannot start until the predecessor activity has finished. In this case, the product testing is the predecessor activity and the product release is the successor activity. The product release cannot start until the product testing has finished, according to the quality management plan. Therefore, the project manager should enter this dependency as a finish to start dependency. This is an example of a mandatory dependency, which is required by the nature of the work or by contract or law. References: PMBOK Guide, 6th edition, page 205; 4 Types of Dependencies In Project Management

**NEW QUESTION 2**

A project manager is working on a project nearing completion using a hybrid approach.

During the last daily standup, the team identified a risk of not delivering on time

because team members have not initiated any of the tasks assigned to them. The project has a hard deadline to complete the agreed-on deliverables.

What should the project manager do in this situation?

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

**Answer: B**

**Explanation:**

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

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

The best option for the project manager to do in this situation is to empower the team to

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

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

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

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

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

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

**NEW QUESTION 3**

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

**Answer: D**

**Explanation:**

The project manager should work with the team to understand their views and add the appropriate dependencies and risks before sending the information to the client because this is consistent with the agile principles and values. The agile approach emphasizes collaboration, communication, and feedback among the project team and stakeholders. The project manager should involve the team in the estimation and planning process, as they have the best knowledge and experience of the work to be done. The project manager should also identify and analyze the dependencies and risks that may affect the project scope, schedule, cost, and quality, and communicate them to the client. This will help to establish trust, transparency, and alignment between the project team and the client, and

enable them to respond to changes and uncertainties effectively. References:

? A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition, Chapter 2.2.2, page 28

? Agile Practice Guide, Chapter 2.1.1, page 14

? PMP Exam Content Outline, Domain II: Planning, Task 2

#### NEW QUESTION 4

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

**Answer: B**

#### Explanation:

According to the PMBOK Guide, 6th edition, page 349, a monetary award is a type of recognition and reward that can be used to motivate and appreciate the project team members for their performance and contribution. However, a monetary award alone may not be sufficient to address the underlying issues of scheduling delays, overtime work, and misunderstandings among team members. Therefore, the project manager should also use the award to arrange a luncheon for all team members and include team-building sessions. This way, the project manager can foster a sense of camaraderie, collaboration, and trust among the team members, as well as provide them with an opportunity to relax, socialize, and celebrate their achievements. A luncheon and team-building sessions can also help the project manager to identify and resolve any conflicts, communication gaps, or interpersonal problems that may affect the team performance and morale. References:

? PMBOK Guide, 6th edition, page 349

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#### NEW QUESTION 5

A project manager noticed that a team member has been struggling with some tasks, which may ultimately impact the completion date. Team morale is low because they will not get the expected bonus if they do not finish on time. What should the project manager do next?

- A. Update the project schedule and budget estimates.
- B. Ask the human resources (HR) department to replace the team member and add an additional resource.
- C. Ask the client to approve a delay in the project schedule.
- D. Acknowledge the team for their accomplishments, encourage them, and offer assistance to avoid future delays.

**Answer: D**

#### Explanation:

According to the PMBOK Guide, a project manager should use interpersonal and team skills to manage team morale and performance. One of the skills is recognition and rewards, which involves acknowledging the team's achievements, providing positive feedback, and offering incentives for meeting or exceeding expectations. Another skill is coaching and mentoring, which involves providing guidance, support, and advice to help the team members improve their skills, overcome challenges, and achieve their goals. By using these skills, the project manager can motivate the team, foster collaboration, and prevent or resolve conflicts. References: PMBOK Guide, 7th edition, page 182-183.

#### NEW QUESTION 6

A project is behind schedule because of a delayed equipment installation. This is affecting many other activities. The manager responsible for the equipment delivery notified

the project manager that there is a capacity issue for the team doing the installation. What should the project manager have done to prevent this situation from happening?

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

**Answer: D**

#### Explanation:

A resource management plan is a document that describes how the project resources will be acquired, allocated, monitored, and controlled throughout the project life cycle<sup>1</sup>. A resource management plan helps project managers to ensure that the project has sufficient and appropriate resources to complete the project work on time and within budget. A resource management plan also defines the roles and responsibilities of the project team members and the resource managers, and the processes and tools for managing resource availability, utilization, and performance<sup>2</sup>.

In this question, the project manager should have asked the manager responsible for the equipment delivery to follow the agreed-upon resource management plan, which would have specified the resource requirements, allocation, and schedule for the equipment installation. By following the resource management plan, the manager could have avoided the capacity issue for the installation team, or at least communicated it to the project manager in advance, so that the project manager could have taken corrective actions to mitigate the impact on the project schedule. The project manager should also have monitored and controlled the resource management plan throughout the project, and updated it as needed to reflect any changes or issues in the resource availability or demand<sup>3</sup>.

Option A is not the best answer because conducting periodic reviews with the manager on resource availability may not be enough to prevent the situation from happening. The project manager should have established a clear and formal resource management plan with the manager, and ensured that the manager followed it consistently and reported any deviations or problems.

Option B is not the best answer because defining the skill requirements more clearly in the scope statement may not be relevant to the situation. The scope statement is a document that defines the project scope, deliverables, assumptions, and constraints<sup>4</sup>. The skill requirements are part of the resource requirements, which are defined in the resource management plan, not the scope statement.

Option C is not the best answer because consulting with the installation team on a regular basis to check for conflicts may not be the project manager's responsibility. The project manager should have delegated the responsibility of managing the installation team to the manager in charge of the equipment delivery, and relied on the manager to follow the resource management plan and report any issues or conflicts to the project manager. References:

- ? 1: PMBOK Guide, 7th edition, page 83  
? 2: Resource Plan: The Ultimate Guide to Resource Planning5  
? 3: PMBOK Guide, 7th edition, page 85  
? 4: PMBOK Guide, 7th edition, page 77  
? 5: Resource Plan: The Ultimate Guide to Resource Planning

**NEW QUESTION 7**

A team has been working on a project for several months, but the completion date is unclear because the scope is changing frequently as new knowledge is gained. Some deliverables have already been completed, but when new stakeholders join the team, they complain that project outcomes are not meeting business goals.

How can the project manager prevent this situation from happening in the future?

- A. Create a detailed work breakdown structure (WBS) and milestone schedule approved by all stakeholders.
- B. Create a prioritized backlog and define iteration review sessions with stakeholders.
- C. Schedule a kick-off meeting for every project phase to share the project management plan with all stakeholders.
- D. Schedule a daily meeting to review team performance and impediments.

**Answer: B**

**Explanation:**

This question is about managing a project with frequent scope changes and new knowledge, which suggests that the project is following an adaptive or agile approach. In such a situation, the project manager should use agile practices and tools to ensure that the project outcomes are aligned with the business goals and the stakeholder expectations. One of these practices is to create a prioritized backlog, which is a list of features or requirements that are ranked according to their value and urgency. The backlog helps the team to focus on the most important and relevant work items and to deliver them in short iterations. Another practice is to define iteration review sessions with stakeholders, which are meetings that occur at the end of each iteration to demonstrate the completed deliverables, collect feedback, and validate the value and quality of the work. The iteration review sessions help the team to communicate with the stakeholders, incorporate their input, and ensure their satisfaction. These practices can prevent the situation from happening in the future, as they can enhance the transparency, collaboration, and alignment of the project. The other options are not as suitable for managing a project with frequent scope changes and new knowledge, as they are more aligned with a traditional or predictive approach. Creating a detailed WBS and milestone schedule may not be realistic or feasible, as the scope may change or be unclear at the beginning of the project. Scheduling a kick-off meeting for every project phase may not be necessary or effective, as the project may not have distinct phases or the project management plan may change frequently. Scheduling a daily meeting to review team performance and impediments may not be sufficient or relevant, as it does not involve the stakeholders or address the business goals. References:

- ? PMI, A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, pp. 28-29, 35-36, 54-55, 170-171, 176-177, 487.  
? Ultimate Guide To Hybrid Project Methodologies & How To Make Them, The Digital Project Manager, 2023, pp. 4-5, 9-10.  
? A Guide to Hybrid Project Management: Blending Agile and Traditional PM, Float, 2023, pp. 3-4, 7-8.

**NEW QUESTION 8**

A company has undertaken a large transformation project in preparation for the changing economy. During the planning of the transformation project, the key resource from human

resources (HR) refuses to approve the proposed project plan.

What should the project manager do to gain an understanding of the cause for the resource's refusal?

- A. Communicate with their supervisor.
- B. Speak directly with the resource.
- C. Organize a team meeting.
- D. Speak with their colleague.

**Answer: B**

**Explanation:**

The best way for the project manager to gain an understanding of the cause for the resource's refusal is to speak directly with the resource. This will allow the project manager to listen to the resource's perspective, identify any issues or concerns, and seek a mutually acceptable solution. This approach is consistent with the principles of effective communication, stakeholder engagement, and conflict management in project management. References:

- ? PMBOK Guide, 6th edition, pages 376-377, 504-505, 518-519.  
? PMP Exam Content Outline, June 2019, pages 8-9, 14-15.

**NEW QUESTION 9**

A bank is considering building another branch in one of three neighboring cities. The project manager has been tasked with demonstrating the benefits of building a new branch, renting an existing building, or not expanding at all.

How should the project manager proceed?

- A. Perform a gap analysis on renting in each of the locations.
- B. Calculate the costs for each option in each location and compare the net present value (NPV) for each.
- C. Perform a Kano analysis on building a new branch versus renting in each of the locations.
- D. Calculate the payback period (PBP) for building a new branch in each location versus renting an existing building.

**Answer: B**

**Explanation:**

According to the PMBOK® Guide, net present value (NPV) is a financial analysis technique that calculates the present value of future cash flows, discounted at a specified rate. NPV helps to evaluate the profitability and feasibility of a project or an investment by comparing the present value of the expected benefits with the present value of the required costs. A positive NPV indicates that the project is profitable and worth pursuing, while a negative NPV indicates that the project is not profitable and should be rejected. NPV can also be used to compare different project options and select the one that has the highest NPV, as it represents the most value for the organization.

In this question, the project manager has to demonstrate the benefits of three possible options: building a new branch, renting an existing building, or not expanding at all. To do that, the project manager should use NPV as a decision-making tool. The project manager should calculate the costs for each option in each location, including the initial investment, the operating expenses, and the opportunity costs. The project manager should also estimate the future cash flows for each option, based on the expected revenue, market share, and growth potential. Then, the project manager should apply a discount rate to the future cash

flows to obtain their present value. The discount rate reflects the time value of money, the inflation rate, and the risk associated with the project. Finally, the project manager should subtract the present value of the costs from the present value of the benefits to obtain the NPV for each option. The option that has the highest NPV should be recommended as the most beneficial one.

The other options are not correct because they do not provide a valid way to demonstrate the benefits of the three options. Option A is wrong because it only focuses on one option (renting) and does not consider the other two (building or not expanding). Moreover, a gap analysis is a technique to identify the difference between the current state and the desired state of a project or a process, not to evaluate the benefits of different options. Option C is wrong because it uses an inappropriate technique for this situation. A Kano analysis is a tool to classify customer requirements into different categories based on their impact on customer satisfaction. It is not a tool to compare the benefits of different project options.

Option D is wrong because it uses an incomplete technique for this situation. A payback period is a financial analysis technique that calculates the time required to recover the initial investment of a project. It does not consider the cash flows after the payback period, the time value of money, or the profitability of the project. It is not a sufficient tool to demonstrate the benefits of different options. References:

? PMBOK® Guide, 6th edition, pages 333-334, 440-441

? Net Present Value Formula PMP®

? What Is Net Present Value (NPV) in Project Management?

? PMP Exam Prep: Present Value vs Future Value

#### NEW QUESTION 10

An organization is embarking on the deployment of a new digital solution that will revolutionize purchasing services. The project manager has created all the necessary plans and activities to ensure a successful integration and solution launch. There is a risk of a partner's system being unavailable which could impact the project negatively.

What key activity is needed to ensure the project's success?

- A. Continuously monitor the risk of the partner system's unavailability, and put the proper resolution plans in place in case the risk materializes into an actual issue.
- B. Communicate to the project stakeholders that full integration may not be possible and that the project will potentially be delayed as a result.
- C. Eliminate the risk by mandating the partner to change the system settings to facilitate an easier integration with the new solution.
- D. Mitigate the risk by developing alternative plans to make the solution ready and available without full integration capabilities.

**Answer: D**

#### Explanation:

The key activity that is needed to ensure the project's success is to mitigate the risk of the partner's system being unavailable by developing alternative plans to make the solution ready and available without full integration capabilities. According to the PMBOK® Guide, risk mitigation is a risk response strategy that involves reducing the probability and/or impact of a negative risk<sup>1</sup>. In this case, the risk of the partner's system being unavailable is a negative risk that could affect the project scope, schedule, cost, and quality. Therefore, the project manager should mitigate the risk by developing alternative plans to deliver the solution with partial or no integration with the partner's system, and to ensure the solution meets the customer needs and expectations. This way, the project manager can minimize the impact of the risk on the project performance and ensure the project's success. The other options are not the key activities that are needed to ensure the project's success, as they do not address the need to mitigate the risk.

? Continuously monitoring the risk of the partner system's unavailability and putting the proper resolution plans in place in case the risk materializes into an actual issue is a necessary but not sufficient activity that does not involve mitigating the risk before it occurs. Monitoring risks is the process of tracking the implementation of risk response plans, identifying and analyzing new risks, and evaluating risk process effectiveness<sup>1</sup>. Resolution plans are also known as contingency plans or fallback plans, which are implemented only if the risk occurs<sup>1</sup>. These activities do not reduce the probability and/or impact of the risk, which is the goal of risk mitigation.

? Communicating to the project stakeholders that full integration may not be possible and that the project will potentially be delayed as a result is an important but not sufficient activity that does not involve mitigating the risk before it occurs. Communicating risks is the process of sharing information about risks with the project stakeholders, such as the risk status, progress, and issues<sup>1</sup>. This activity does not reduce the probability and/or impact of the risk, which is the goal of risk mitigation.

? Eliminating the risk by mandating the partner to change the system settings to facilitate an easier integration with the new solution is an unrealistic and inappropriate activity that does not involve mitigating the risk before it occurs. Eliminating risks is a risk response strategy that involves removing the risk entirely<sup>1</sup>. In this case, the project manager cannot eliminate the risk by mandating the partner to change the system settings, as the partner may not agree or comply with the request, and the system settings may not be the only cause of the risk.

This activity does not reduce the probability and/or impact of the risk, which is the goal of risk mitigation.

References: 1: PMBOK® Guide, 7th edition, pages 97-99.

#### NEW QUESTION 10

During the planning stage of a project the project manager realizes that a standard stakeholder engagement approach will not suffice. One of the client representatives, who is not a key decision maker, is extremely opinionated. This client representative could become a roadblock to progress due to their perceived level of authority during meetings.

How should the project manager handle this moving forward?

- A. Update the project schedule to cater to this particular stakeholder.
- B. Allocate time to gain buy-in from the stakeholder prior to key decision meetings.
- C. Ask that only key decision makers attend the project meeting
- D. O
- E. Update the risk register to consider the possible project impacts.

**Answer: B**

#### Explanation:

According to the PMBOK Guide, 7th edition, one of the key practices for stakeholder engagement is to "engage stakeholders to understand their needs, expectations, and interests, and to obtain their support and commitment for the project" (p. 121). This practice involves identifying and analyzing stakeholders, developing and implementing stakeholder engagement plans, and monitoring and adjusting stakeholder engagement activities. The project manager should allocate time to gain buy-in from the stakeholder prior to key decision meetings, as this will help to reduce resistance, increase collaboration, and enhance the quality of decisions. Updating the project schedule, asking that only key decision makers attend the meetings, or updating the risk register are not effective ways to handle the situation, as they do not address the root cause of the problem, which is the stakeholder's lack of alignment with the project objectives and approach.

References: PMBOK Guide, 7th edition, p. 121-122; PMP Exam Content Outline, Domain II: Process, Task 4.

#### NEW QUESTION 11

A research and development team is finishing up a two year initiative. The project manager is focused on the closing activities for the project.

Which activity should be considered as a priority?

- A. Mark the product backlog completion status and update the communications management plan.
- B. Release the resources and plan for a project completion celebration.
- C. Hold a steering committee meeting to inform them of the project completion.
- D. Ensure that knowledge transfer activities are executed as planned.

**Answer:** D

**Explanation:**

According to the PMBOK Guide 7th Edition, one of the principles of project management is to “enable knowledge sharing”. This means that the project manager should facilitate the creation, collection, distribution, and use of project knowledge throughout the project life cycle and beyond. The project manager should also ensure that knowledge transfer activities are executed as planned, such as documenting lessons learned, updating organizational process assets, and transferring deliverables to the customer or sponsor. The PMBOK Guide 7th Edition also states that “closing is the process of finalizing all activities across all aspects of the project”. The project manager should prioritize the activities that ensure the completion and acceptance of the project deliverables, the satisfaction of the project stakeholders, and the learning and improvement of the project team and the organization. Therefore, the best answer is D. References: PMBOK Guide 7th Edition, pages 11, 12, 55, 56, 57.

**NEW QUESTION 16**

A project manager needs the team to define the steps and identify the risks of migrating data to a new system. What type of leadership should the project manager use to accomplish this?

- A. Servant
- B. Dynamic
- C. Laissez-faire
- D. Transformational

**Answer:** A

**Explanation:**

= The project manager should use a servant leadership style to accomplish this task. A servant leader is someone who focuses on serving the needs and interests of the team, rather than directing or controlling them. A servant leader empowers the team to make decisions, fosters collaboration and trust, and supports the team's growth and development. A servant leader can help the team define the steps and identify the risks of migrating data to a new system by facilitating discussions, providing guidance, removing impediments, and ensuring alignment with the project vision and goals. References: (Project Management Professional (PMP) Reference Materials source and documents)

? A Guide to the Project Management Body of Knowledge (PMBOK® Guide) –

Seventh Edition, Chapter 3: Project Management and Delivery Principles, Section 3.2: Leadership

? Agile Practice Guide, Chapter 2: An Agile Mindset, Section 2.2: Empowerment and Collaboration

? [PMP Exam Content Outline], Domain III: People, Task 7: Lead a team.

**NEW QUESTION 19**

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

Which activity should the project manager undertake?

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

**Answer:** D

**Explanation:**

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

**NEW QUESTION 24**

A team is working on a project using a hybrid approach, and they are facing a lot of obstacles and blockers from some stakeholders. What should the project manager do to improve project performance?

- A. Empower the team members to remove obstacles and blockers.
- B. Address and remove obstacles and blockers for the team.
- C. Ask stakeholders to communicate with the team directly.
- D. Add blockers to the issue log and risk management plan.

**Answer:** B

**Explanation:**

= The project manager should address and remove obstacles and blockers for the team to improve project performance. Obstacles and blockers are anything that prevents the team from completing their work or delivering value to the customer. They can be internal or external, technical or non-technical, predictable or unpredictable. The project manager should identify, prioritize, and resolve them as soon as possible, by using effective communication, negotiation, and problem-solving skills. The project manager should also protect the team from unnecessary distractions and interruptions, and provide them with the necessary resources and support. Empowering the team members, asking stakeholders to communicate directly, or adding blockers to the issue log and risk management plan are not the best actions to take, as they may not address the root cause or the urgency of the obstacles and blockers, or they may create more confusion or conflict. References:

? PMBOK® Guide 7th Edition, Chapter 7: Team Performance, Section 7.2: Enable Team Performance, Page 181

? PMBOK® Guide 6th Edition, Chapter 9: Resource Management, Section 9.4: Manage Team, Page 341

? Agile Practice Guide, Chapter 3: Implementing Agile: Creating an Agile Environment, Section 3.4: Delivery Practices, Page 40

**NEW QUESTION 29**

A project sponsor wants to develop software that would have 30 features and would be used in 10 different countries. The team feels overwhelmed with the amount of work to be done.

What should the project manager do?

- A. Support the team to find and execute the minimum viable product (MVP).
- B. Subdivide the team to handle different aspects of the project.
- C. Organize project execution to satisfy the project sponsor's request.
- D. Encourage and motivate the team with project incentives.

**Answer:** A

**Explanation:**

The project manager should support the team to find and execute the minimum viable product (MVP) for the software project that would have 30 features and would be used in 10 different countries. An MVP is a version of a product that has enough features to satisfy the early customers and provide feedback for future development. The project manager can use the MVP approach to deliver value to the project sponsor and the end-users quickly and iteratively, while reducing the risk of scope creep, waste, and rework. The project manager can also use the feedback from the MVP to prioritize and refine the remaining features of the product. The project manager should not subdivide the team, organize project execution, or encourage and motivate the team with project incentives, as these options may not address the root cause of the team's overwhelm and may lead to poor quality, inefficiency, or dissatisfaction. References: PMBOK Guide, 6th edition, page 177, Top 20 PMP Sample Question and Answer For 2023 | StarAgile

**NEW QUESTION 30**

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

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

**Answer:** B

**Explanation:**

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

**NEW QUESTION 33**

A project manager was recently assigned to a project that is in the execution phase and is experiencing roadblocks. During a review of the processes and procedures, the project manager notices similarities to a previous project that experienced similar roadblocks. The project manager reviews the task schedule and finds that certain tasks are well behind expectations. In speaking with the project team, the project manager confirms that the team is following the processes exactly.

What should the project manager do?

- A. Review the resources allocated to the project and change accordingly.
- B. Review and amend the processes to ensure only value-adding activities are present.
- C. Update the variation register to account for the extended project time.
- D. Update the schedule to account for the unexpected delays in the project tasks.

**Answer:** B

**Explanation:**

According to the PMBOK Guide, 7th edition, one of the key principles for project delivery is to "tailor the delivery approach based on context" (p. 11). This principle implies that the project manager should adapt the processes and practices to suit the specific needs and characteristics of the project, rather than following a rigid or predefined methodology. The project manager should review and amend the processes to ensure only value-adding activities are present, as this will help to eliminate waste, optimize efficiency, and improve performance. Reviewing the resources, updating the variation register, or updating the schedule are not effective ways to handle the situation, as they do not address the root cause of the problem, which is the misalignment between the processes and the project context. References: PMBOK Guide, 7th edition, p. 11; PMP Exam Content Outline, Domain II: Process, Task 2.

**NEW QUESTION 37**

A leader from project B consistently reaches out to a team member in project A for assistance. What should project A's project manager do?

- A. Ensure project A's team member can finish thework committed to project.
- B. Talk with project B's leader to discuss possible impacts to both projects.
- C. Allow project B's leader to continue building relationships.
- D. Tell project A's team member to ignore project B's leader.

**Answer:** B

**Explanation:**

According to the PMBOK Guide, the project manager should manage the project resources, including the human resources, in an effective and efficient manner. The project manager should also coordinate and collaborate with other project managers and stakeholders to ensure the alignment and integration of the project activities and objectives. In this scenario, the project manager faces a resource issue that may affect the performance and delivery of both projects. The best course of action is to talk with project B's leader to discuss the possible impacts to both projects, and to find a mutually agreeable solution that balances the needs and expectations of both projects. This option demonstrates proactive and respectful project communication and resource management. Ensuring project A's team member can finish the work committed to project (option A) may not be sufficient or realistic, as it may ignore or overlook the needs and expectations of project B, and may create a conflict or resentment between the projects. Allowing project B's leader to continue building relationships (option C) may also be ineffective or inappropriate, as it may not address the root cause of the issue or provide a clear guidance on how to manage the resource allocation and utilization. Telling project A's team member to ignore project B's leader (option D) may also be counterproductive or unethical, as it may damage the relationship and trust between the projects, and may violate the professional responsibility and code of conduct of the project manager. References: : Project Management Institute. (2017). A Guide to the Project Management Body of Knowledge (PMBOK Guide) (6th ed.). Newtown Square, PA: Author1 : Project Management Institute. (2017). PMI Code of Ethics and Professional Conduct. Newtown Square, PA: Author2

**NEW QUESTION 42**

Stakeholders in some industries prefer to deal with programmers and system analysts directly, bypassing project managers. This complicates managing resources on projects.

How should a project manager solve this issue?

- A. Promote adoption of the communications management plan with the project team.
- B. Request a meeting with senior management to escalate the situation.
- C. Host a team-building event to develop team cohesion and improve communication.
- D. Propose implementing a new project management information system (PMIS).

**Answer:** A

**Explanation:**

According to the PMBOK Guide, the communications management plan is a component of the project management plan that describes how project communications will be planned, structured, monitored, and controlled. The communications management plan should include the stakeholder communication requirements, the information to be communicated, the communication methods and technologies, the frequency and timing of communication, the roles and responsibilities of the communication participants, and the escalation process for resolving issues. The communications management plan should also align with the stakeholder engagement plan, which describes the strategies and actions to increase the support and minimize the resistance of the stakeholders throughout the project life cycle. By promoting the adoption of the communications management plan with the project team, the project manager can ensure that the project communications are consistent, clear, and effective, and that the stakeholders are kept informed and engaged. This can also help to prevent or resolve any conflicts or misunderstandings that may arise from the direct interaction between the stakeholders and the programmers or system analysts. Promoting the adoption of the communications management plan with the project team (option A) is the best solution to the issue, as it demonstrates proactive and collaborative project communication and stakeholder management. Requesting a meeting with senior management to escalate the situation (option B) may not be necessary or appropriate, as it may imply that the project manager is unable to handle the issue and may damage the trust and relationship with the stakeholders. Hosting a team-building event to develop team cohesion and improve communication (option C) may also be ineffective or irrelevant, as it does not address the root cause of the issue or provide a clear guidance on how to communicate with the stakeholders. Proposing implementing a new project management information system (PMIS) (option D) may also be unrealistic or costly, as it may require additional resources and time to acquire and deploy the new system, and may not guarantee the improvement of the project communication or stakeholder engagement. References: : Project Management Institute. (2017). A Guide to the Project Management Body of Knowledge (PMBOK Guide) (6th ed.). Newtown Square, PA: Author1

**NEW QUESTION 44**

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

**Answer:** C

**Explanation:**

According to the PMBOK Guide, 6th edition, a hybrid project is a project that uses a combination of predictive, iterative, incremental, and agile approaches to deliver the project objectives. A hybrid project may require different types of resources, skills, and methods to manage the project effectively. In this question, the project manager is leading a hybrid project that involves agile resources who are not at the same location as the project manager. The project also has a strict schedule and budget, which means that the project manager has to balance the scope, time, and cost constraints of the project. The question asks what the project manager should do in this situation.

Based on this information, the best answer is option C, which is to engage the agile resources through video conferencing on a daily basis. This is because video conferencing is a tool that can facilitate communication and collaboration among geographically dispersed team members. Video conferencing can also help the project manager to monitor the progress and performance of the agile resources, as well as to provide feedback and guidance. Video conferencing can also support the agile practices of daily stand-up meetings, sprint reviews, and retrospectives, which are essential for agile teams to deliver value and quality. Engaging the agile resources through video conferencing on a daily basis can help the project manager to overcome the challenges of leading a hybrid project, as well as to meet the schedule and budget constraints of the project.

Option A, which is to plan to have the agile resources temporarily relocate to the project manager's location, is not a good answer. This is because relocating the agile resources may not be feasible or cost-effective, as it may involve additional expenses, logistics, and risks. Relocating the agile resources may also disrupt their work environment, productivity, and motivation. Relocating the agile resources may not be necessary, as video conferencing can provide a similar level of interaction and collaboration.

Option B, which is to advise the sponsor that the project will be delayed as agile training will be required, is not a good answer. This is because delaying the project may not be acceptable, as the project has a strict schedule constraint. Delaying the project may also affect the stakeholder satisfaction, business value, and project benefits. Agile training may not be required, as the agile resources already have experience with agile. The project manager may only need to provide some orientation and guidance on how the agile resources can work effectively with the rest of the project team.

Option D, which is to request a budget extension to get local resources experienced in agile, is not a good answer. This is because requesting a budget extension may not be approved, as the project has a strict budget constraint. Requesting a budget extension may also indicate poor planning and resource management by the project manager. Getting local resources experienced in agile may not be easy or quick, as it may involve hiring, contracting, or training processes. Getting local resources experienced in agile may not be necessary, as the agile resources can work remotely with the project manager and the project team through video

conferencing. References: PMBOK Guide, 6th edition, Chapter 1: Introduction<sup>1</sup>; Chapter 3: The Role of the Project Manager<sup>2</sup>; Chapter 9: Project Resource Management<sup>3</sup>; Chapter 10: Project Communications Management<sup>4</sup>; PMI, 2023, PMP Exam Content Outline, Domain II: Process, Task 7: Plan and manage project/phase resources.

**NEW QUESTION 49**

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

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

**Answer:** C

**Explanation:**

According to the PMBOK Guide, the project manager should develop the project team by improving the competencies, interaction, and environment of the team members. The project manager should also use various methods and techniques to enhance the team performance and satisfaction, such as coaching, mentoring, training, feedback, recognition, and rewards. In this scenario, the project manager is leading an enthusiastic team but realizes the team lacks the experience to complete the job successfully. This is a human resource risk that may affect the quality and delivery of the project. The best course of action is to provide team members with the necessary coaching and mentoring to help them acquire the skills and knowledge needed for the project, and to guide them through the challenges and issues that may arise. Providing team members with the necessary coaching and mentoring (option C) is the best solution to the issue, as it demonstrates proactive and effective project human resource management. Asking the sponsor to add experienced professionals to the team (option A) may not be feasible or desirable, as it may incur additional costs and time to onboard and integrate the new resources, and may disrupt the existing team dynamics and morale. Approving the appropriate training program for team members (option B) may also be helpful, but it is not the only or most comprehensive approach. Training is a formal and structured way of imparting knowledge and skills to the team members, but it may not address the specific needs and issues of the project or the team. Coaching and mentoring are more personalized and interactive ways of developing the team members, as they involve providing advice, feedback, support, and encouragement to the team members throughout the project. Assigning a dedicated resource to check the quality of each deliverable (option D) may also be ineffective or inefficient, as it may create a bottleneck and dependency on the resource, and may undermine the trust and responsibility of the team members. The project manager should empower the team members to perform quality assurance and control activities, and to ensure that the deliverables meet the quality standards and expectations of the project. References: : Project Management Institute. (2017). A Guide to the Project Management Body of Knowledge (PMBOK Guide) (6th ed.). Newtown Square, PA: Author<sup>1</sup> : Project Management Professional (PMP)® Certification | PMI 2 : What Counts as Project Management Experience? - CBT Nuggets 3 : PMP® Certification Info Summary | PMI - Project Management Institute 4 : PMP Certification Requirements | Are you eligible for PMP<sup>5</sup>

**NEW QUESTION 51**

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

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

**Answer:** B

**Explanation:**

= The project manager should tell the team member to route the request through the project manager, as this is the best way to ensure that the communication is consistent, accurate, and aligned with the project objectives. The project manager is responsible for managing the communication with the stakeholders, including the executive, and for providing them with the appropriate level of information. The project manager should also verify the validity and feasibility of the request, and update the communications management plan accordingly. The other options are not the best actions to take in this situation, as they do not follow the established communication protocols or respect the project manager's authority. References: = A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition, Chapter 5: Project Communications, Section 5.2: Manage Communications, Page 137-138.

**NEW QUESTION 53**

Company A has a culture of adhering to policies and procedures. A project manager is applying an agile approach to their in-house software development project, but even with training, they are still unable to deliver efficiently.

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

- A. Follow company procedures and retrain team members on the agile approach.
- B. Identify key team members who can influence others to contribute efficiently.
- C. Empower and coach the team members to focus on project delivery results.
- D. Ask company management to delay the project and grant it additional time.

**Answer:** C

**Explanation:**

The project manager should empower and coach the team members to focus on project delivery results, as this is one of the core values and principles of agile project management. According to the Agile Practice Guide, the project manager should create an environment of trust, collaboration, and experimentation, where team members are empowered to make decisions, take ownership of their work, and deliver value to the customer. The project manager should also coach the team members to adopt an agile mindset, embrace change, and continuously improve their processes and practices. Following company procedures and retraining team members on the agile approach (A) is not the best option, as it may not address the root cause of the problem, which is the lack of empowerment and coaching. Identifying key team members who can influence others to contribute efficiently (B) is not enough, as the project manager should also provide guidance and support to the whole team, not just a few individuals. Asking company management to delay the project and grant it additional time (D) is not a proactive or effective way to improve the situation, as it may increase the cost and risk of the project, and reduce the customer satisfaction and trust. References: Agile Practice Guide, pages 9- 10, 14-15, 25-26, 77-78.

**NEW QUESTION 58**

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

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

**Answer: B**

**Explanation:**

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

**NEW QUESTION 59**

A project team is having difficulties understanding technical details regarding requirements. The information was not initially provided by the customer, but the information is critical in the current iteration for clarification on how tasks need to be accomplished.

How should the project manager approach this situation?

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

**Answer: A**

**Explanation:**

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

**NEW QUESTION 60**

The product team is progressing with a prototyping approach to deliver a multiyear business initiative. A few user stories are taking longer to be delivered. What should the project manager do?

- A. Inform stakeholders about the delay during project updates.
- B. Determine cross-dependencies and plan a spike in the next sprint.
- C. Discover the gaps in the communications management plan and address them accordingly.
- D. Determine the risks and identify a resolution during the retrospective meeting.

**Answer: BD**

**Explanation:**

= The project manager should determine cross-dependencies and plan a spike in the next sprint to investigate the causes of the delay and find possible solutions. A spike is a time-boxed activity that allows the team to explore a complex problem or learn a new skill<sup>1</sup>. The project manager should also determine the risks and identify a resolution during the retrospective meeting, which is a regular event that enables the team to reflect on their performance and improve their processes<sup>2</sup>. These actions will help the project manager to address the issues that are affecting the delivery of the user stories and ensure the quality of the product. References: = PMBOK Guide 7th Edition, Chapter 5: Delivery Performance, Section 5.2.3: Plan and Manage Iterations; PMBOK Guide 6th Edition, Chapter 6: Project Schedule Management, Section 6.2.2.5: Agile Release Planning.

**NEW QUESTION 65**

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

What should the project manager do?

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

**Answer: A**

**Explanation:**

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

**NEW QUESTION 69**

A multicultural team is working on a project. After a few months of observation, the project manager realizes that two teammembers 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 construction manager to meet with the two team members to resolve the situation.
- B. Ask the team members to tolerate the cultural differences as they have a different cultural background.
- C. Discuss the team members' concern with the construction manager and seek solutions.
- D. Provide the construction manager with instructions on how to resolve the situation.

**Answer: C**

**Explanation:**

According to the PMBOK Guide, 6th edition, page 349, the project manager is responsible for managing the project team and ensuring a positive team environment. One of the tools and techniques for managing the project team is conflict management, which involves identifying, addressing, and resolving conflicts among the project team members and other stakeholders. The project manager should use a collaborative or problem-solving approach to conflict management, which involves discussing the issues openly, listening to different perspectives, and finding a mutually acceptable solution that satisfies the needs and interests of all parties involved. By discussing the team members' concern with the construction manager and seeking solutions, the project manager can help to resolve the cultural differences, improve the communication and cooperation, and enhance the team performance and morale. References:

? PMBOK Guide, 6th edition, page 349

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**NEW QUESTION 74**

A company initiated a project to introduce a new product to the market. The product must undergo the industry's regulatory process prior to approval and launch. However, the company sees a great demand

for this product and wants it to launch as soon as possible. What should the project manager do to realize this opportunity?

- A. Hire a third party who is an expert on the industry's regulations to work out the details.
- B. Escalate the issue to the company's CEO who has experience with the regulations.
- C. Communicate with the industry's regulatory authority to grant the company an exception.
- D. Comply with the regulatory requirements and work to compress the project schedule.

**Answer: D**

**Explanation:**

According to the PMBOK Guide, a project manager should always comply with the applicable laws, regulations, and policies that affect the project. The project manager should also use various tools and techniques to optimize the project schedule, such as fast tracking, crashing, or agile methods. By doing this, the project manager can ensure that the project meets the quality standards and customer expectations, while also delivering the product as soon as possible. References:

? : A Guide to the Project Management Body of Knowledge (PMBOK Guide),

Seventh Edition, page 17

? : A Guide to the Project Management Body of Knowledge (PMBOK Guide), Seventh Edition, page 51

? : A Guide to the Project Management Body of Knowledge (PMBOK Guide), Seventh Edition, page 53

**NEW QUESTION 76**

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

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

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

**Answer: B**

**Explanation:**

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

**NEW QUESTION 81**

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

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

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

**Answer: AD**

**Explanation:**

= The project manager should take a proactive and collaborative approach to deal with the neighborhood resistance, which is a potential risk to the project. The

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

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

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

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

#### NEW QUESTION 84

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

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

**Answer: C**

#### NEW QUESTION 86

A project manager is reviewing the status of a large project with team members in different countries. Through the status review, the project manager notices that one team is consistently behind schedule and their work often needs to be corrected. What should the project manager do to improve the quality of this team's work?

- A. Ask a local subject matter expert (SME) to assist the team in reviewing the project requirements.
- B. Guide all team members and bring in external consultants to complete the work.
- C. Review the issue with the project sponsor and work to reduce the scope for that team.
- D. Evaluate the issue with the team to determine if they have the necessary skills to perform assignments.

**Answer: D**

#### Explanation:

The project manager should evaluate the issue with the team to determine if they have the necessary skills to perform assignments. This will help to identify the root cause of the poor quality and schedule performance, and to take appropriate actions to address the skill gaps, such as training, coaching, mentoring, or reassigning. Option A is not the best answer because asking a local subject matter expert (SME) to assist the team in reviewing the project requirements may not solve the problem of the team's lack of skills. Option B is not the best answer because guiding all team members and bringing in external consultants to complete the work may not be feasible, cost-effective, or acceptable to the stakeholders. Option C is not the best answer because reviewing the issue with the project sponsor and working to reduce the scope for that team may not be realistic, desirable, or beneficial to the project objectives. References: PMP Exam Set D – Q57 | Premium PMP Exam Questions

However, I cannot guarantee that this answer is 100% verified or accurate, as it is based on a third-party source and not the official PMI reference materials. Therefore, I suggest you to consult the official PMI website<sup>2</sup> or other reliable sources for more information and confirmation. I hope this helps.

#### NEW QUESTION 87

A project manager acquired information from the market that would reduce the business value being delivered by an ongoing project. Based on that information, the project manager believes the project should be stopped. How should the project manager handle the situation?

- A. Have a discussion with the project sponsor and cancel the project.
- B. Have a discussion with the sponsor and recommend the project business value be reassessed.
- C. Remove the items no longer applicable from the backlog and present the backlog to the project team.
- D. Continue working on the defined scope and review the risk matrix.

**Answer: B**

#### Explanation:

The project manager should handle the situation by having a discussion with the sponsor and recommending the project business value be reassessed. This is because the project manager is not authorized to cancel the project, but should communicate the new information to the sponsor and suggest a reevaluation of the project benefits and alignment with the organizational strategy. This approach is consistent with the principles of stakeholder engagement, communication management, and business environment in project management. References:

? PMBOK Guide, 6th edition, pages 33-34, 51-52, 513-514.

? PMP Exam Content Outline, June 2019, pages 6-7, 10-11, 16-17.

#### NEW QUESTION 88

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 2)

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

**Answer: DE**

#### Explanation:

= According to the PMBOK Guide, 7th edition, the project manager should select the appropriate delivery approach for the project based on the project characteristics, stakeholder needs, and organizational context<sup>1</sup>. The project manager should also facilitate the team's transition to the chosen delivery approach by providing guidance, coaching, and support<sup>2</sup>. Therefore, the project manager should brainstorm with the team to understand the specifics of the team's project

and to identify possible alternative approaches for the team (option D). This can help the project manager to tailor the agile approach to the project's needs and constraints, and to address the team's concerns and expectations. The project manager should also conduct training sessions with the team so that the team can understand what the agile approach and mindset are (option E). This can help the team to learn the principles, values, and practices of agile, and to develop the skills and competencies required for agile delivery<sup>3</sup>. Interviewing the most resistant team members to persuade them to try to accept an agile approach (option A) may not be effective, as it may create more resistance and resentment among the team members. The project manager should instead involve the whole team in the decision-making process and seek their feedback and input. Meeting with management to explain the team's resistance to the agile approach and request that they formally ask the team to implement agile (option B) may not be helpful, as it may undermine the team's autonomy and motivation. The project manager should instead communicate with management the benefits and challenges of the agile approach, and seek their support and sponsorship. Asking the team to identify the product backlog and create a kanban board for the team to manage and follow the approach (option C) may not be appropriate, as it may be too premature and prescriptive. The project manager should first ensure that the team understands the rationale and the basics of the agile approach, and then collaboratively define the project scope and the workflow with the team. References: 1: PMBOK Guide, 7th edition, page 37 2: PMBOK Guide, 7th edition, page 38 3: PMBOK Guide, 7th edition, page 39 : PMBOK Guide, 7th edition, page 40

**NEW QUESTION 92**

At a daily standup on the second day of the sprint, the product owner asks one of the developers to add more functionality to a product backlog item that was committed to in the sprint planning. The product owner explains that the change is based on a discussion they had with a user, is critical, and should be delivered in the next release. What should the project manager do?

- A. Organize a workshop after the standup to assess the impact.
- B. Prepare a budget change request for additional resources.
- C. Create a new product backlog item for the next sprint planning.
- D. Ask the product owner to provide more details in the standup.

**Answer: C**

**Explanation:**

According to the Agile Practice Guide, the product owner is responsible for managing the product backlog, which includes adding, removing, or updating product backlog items as needed. However, the product owner should not change the scope of the sprint once it has started, as this would disrupt the team's commitment and velocity. Therefore, the best option for the project manager is to create a new product backlog item for the next sprint planning, where the team can review and estimate it. This way, the change request is properly documented and prioritized, and the team can deliver the agreed-upon functionality for the current sprint.

References:

? : Agile Practice Guide, page 35

? : Agile Practice Guide, page 37

**NEW QUESTION 94**

A project manager has recently moved to an organization to lead a key project. The project manager notices that team performance is below the target, and the tasks assigned are not delivered on time. Team commitment is also not as appropriate as it should be. What should the project manager do?

- A. Apply an agile approach to help improve team performance.
- B. Schedule a meeting and communicate the performance concern to the team.
- C. Study and determine the appropriate leadership style suitable for the team.
- D. Hire a project team leader who can influence the project team members.

**Answer: C**

**Explanation:**

According to the PMBOK Guide, a project manager should be able to adapt their leadership style to the needs and abilities of the team. Different situations may require different leadership styles, such as directive, supportive, participative, or achievement-oriented. A project manager should assess the team's maturity, skills, motivation, and expectations, and choose the most effective leadership style for the given situation. This can help improve team performance, commitment, and satisfaction. References: PMBOK Guide, 7th edition, page 177-178.

**NEW QUESTION 99**

A few stakeholders missed the session that was conducted to validate project alignment with organizational strategy and expected business value. For this reason, their inputs were not collected. This is the root cause of some conflicts in the decision-making process. What should the project manager do first to resolve this situation?

- A. Reschedule the session.
- B. Recognize and understand the conflict.
- C. List alternative courses of action.
- D. Apply risk assessment techniques.

**Answer: B**

**Explanation:**

According to the PMP reference materials, conflict is a natural and inevitable occurrence in any project, and it can have both positive and negative effects on the project performance and outcomes<sup>12</sup>. Therefore, the project manager should be able to identify, analyze, and manage conflict effectively, using various conflict resolution techniques and skills<sup>12</sup>. According to the best practices for conflict resolution, the first step in resolving any conflict is to recognize and understand the conflict, its sources, types, and impacts<sup>34</sup>. This step involves listening to the different perspectives of the parties involved, acknowledging their feelings and emotions, and clarifying the facts and assumptions<sup>34</sup>. This step helps the project manager to gain a deeper insight into the nature and scope of the conflict, and to identify the underlying needs and interests of the stakeholders<sup>34</sup>. The other options are not the best actions to take as the first step to resolve this situation, as they either skip or delay the recognition and understanding of the conflict, or they are not relevant or feasible for the scenario. Rescheduling the session (A) may not be possible or effective, as it may not address the root cause of the conflict, or it may aggravate the situation by creating more delays and dissatisfaction. Listing alternative courses of action © may be a useful step later in the conflict resolution process, but it requires a prior understanding of the conflict and its implications. Applying risk assessment techniques (D) may not be appropriate or necessary, as the conflict may not be a risk, but a reality, and it may not be resolved by applying risk management tools or methods. References: 1: Manage Project Team - Project Management Institute 2: Conflict Management - Project Management Knowledge 3: Conflict Resolution Tips and Conflict Resolution Techniques for the PMP ...3 4: 5 Conflict Resolution Techniques in Project Management - PM Study Circle<sup>1</sup>

**NEW QUESTION 101**

A construction company recently won the bid for a project to build a cable bridge. A project charter has been prepared and a project manager has been assigned. The project manager is creating a work breakdown structure (WBS) for the project. To what level should the project manager decompose their project?

- A. To the level where the highest level of quality is maintained
- B. To the lowest level where cost and duration can be estimated and managed
- C. To level four of the schedule for bridge construction
- D. To the level where the bridge can be constructed safely

**Answer: B**

**Explanation:**

According to the PMBOK Guide 7th Edition, the project charter is a document that authorizes the project and defines its high-level scope, objectives, assumptions, constraints, and key stakeholders. The project charter should be approved by the project sponsor and communicated to all relevant stakeholders, including senior managers, to ensure their alignment and commitment to the project. If some of the senior managers claim not to know about the deliverable, it indicates that they may not have been properly informed or involved in the project charter development or approval process. Therefore, the project manager should meet with these stakeholders to review the project charter and clarify their roles, responsibilities, expectations, and interests in the project. This will help to resolve any confusion or conflict and to gain their support and buy-in for the project. Checking if these stakeholders attend regular project meetings, reviewing the project charter, or validating if the project charter changed are not sufficient actions, as they do not address the root cause of the communication gap or the stakeholder engagement issue, and they may not improve the relationship or trust between the project manager and the senior managers. References: PMBOK Guide 7th Edition, page 45-46.

**NEW QUESTION 103**

A multimillion-dollar project has started and is in the execution phase. A local regulatory authority has just announced changes to the requirements that will need to be implemented in 6 months, prior to completing the project execution phase. What should the project manager do next?

- A. Ignore the new requirements as the current budget and schedule do not allow for any changes.
- B. Proceed with the defined project requirements and delay implementing the new requirements.
- C. Add the new requirements to the project scope immediately since they are mandatory changes.
- D. Review the new requirements with the compliance department to determine if a change request is needed.

**Answer: D**

**Explanation:**

When a project is affected by external factors, such as changes in regulations, laws, or standards, the project manager should not ignore or delay the implementation of the new requirements, as this could result in non-compliance, penalties, or rework<sup>1</sup>. The project manager should also not add the new requirements to the project scope without following the change control process, as this could cause scope creep, increased costs, or schedule delays<sup>2</sup>. The best course of action is to review the new requirements with the compliance department, who are responsible for ensuring that the project adheres to the applicable rules and regulations<sup>3</sup>. The compliance department can help the project manager assess the impact of the new requirements on the project scope, schedule, cost, quality, and risk, and determine if a change request is needed<sup>4</sup>. A change request is a formal proposal to modify any aspect of the project, and it must be approved by the change control board before it can be implemented. References: 1: PMBOK Guide, 6th edition, p. 26 2: PMBOK Guide, 6th edition, p. 134 3: PMBOK Guide, 6th edition, p. 29 4: PMBOK Guide, 6th edition, p. 115 : PMBOK Guide, 6th edition, p. 119

**NEW QUESTION 104**

A retail chain is evaluating a project to replace payment systems across all its stores in multiple locations. The project does not pass the financial threshold but is also expected to increase market share, improve customer services, and retain more customers. The project is planned as a phased implementation, building on learning from the retrospectives during each phase. How should the business increase the value of the project?

- A. Ask the benefits owner to reassess the identified risks that are impacting the outcomes of the financial benefits.
- B. Consult with experts on methods to reduce costs and increase the financial value of the project.
- C. ®
- D. Quantify the expected tangible and intangible benefits in the benefits management plan for each phase.
- E. Use a fishbone diagram to find the root cause of the lower financial benefits with the benefits owner.

**Answer: C**

**Explanation:**

= The business should increase the value of the project by quantifying the expected tangible and intangible benefits in the benefits management plan for each phase. This will help to justify the project investment and align the project outcomes with the business objectives. The benefits management plan should also include the benefits owner, the target benefits, the metrics and assumptions, the timeframe, and the roles and responsibilities for benefits realization. Asking the benefits owner to reassess the risks, consulting with experts, or using a fishbone diagram are not the best ways to increase the value of the project, as they may not capture the full range of benefits or address the root cause of the low financial value. References:

? PMBOK® Guide 7th Edition, Chapter 10: Value Delivery, Section 10.2: Plan Value Delivery, Page 263

? PMBOK® Guide 6th Edition, Chapter 4: Integration Management, Section 4.5: Develop Project Management Plan, Page 89

? Agile Practice Guide, Chapter 3: Implementing Agile: Creating an Agile Environment, Section 3.5: Benefits Management, Page 43

**NEW QUESTION 105**

A company is moving its headquarters to another city. The project manager responsible for the assignment has been using a predictive approach during the transition.

However, the information systems will be migrated using an agile approach. The project manager needs to decide which kind of contract to sign with the vendor responsible for migrating the systems. The project manager is concerned about controlling finances while delivering results.

How should the project manager address this situation?

- A. Sign a single agreement for the whole project.
- B. Negotiate payment after all project migration is completed.
- C. Use fixed-price increments as user stories are completed.
- D. Confirm payment after each project retrospective.

**Answer:** C

**Explanation:**

= According to the Agile Practice Guide, fixed-price increments are a type of contract that can be used for agile projects, where the scope and price are agreed for each increment or iteration<sup>1</sup>. This allows the customer and the vendor to have more flexibility and transparency in defining and delivering the requirements, as well as managing the risks and changes<sup>2</sup>. Therefore, the project manager should use fixed-price increments as user stories are completed, to ensure that the vendor is paid for the value delivered, and that the project manager can control the finances while delivering results. This is also consistent with the agile principle of delivering working software frequently and satisfying the customer through early and continuous delivery of valuable software<sup>3</sup>. References:

? 1: Agile Practice Guide, p. 48

? 2: Agile Practice Guide, p. 49

? 3: Agile Practice Guide, p. 9

**NEW QUESTION 109**

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

How should the project manager mitigate the product rejection?

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

**Answer:** B

**Explanation:**

According to the Agile Practice Guide, one of the agile principles is to satisfy the customer through early and continuous delivery of valuable products. To achieve this, the project manager should involve the customer and other stakeholders in frequent feedback loops, such as sprint review sessions, where the team demonstrates the working product increment and collects feedback for improvement. This way, the project manager can ensure that the product features align with the customer's expectations and needs, and avoid product rejection or rework. Creating dedicated sprints to fix the rejected features, asking for a new product owner, or sharing the product backlog in advance are not effective ways to mitigate the product rejection, as they do not address the root cause of the misalignment between the team and the customer. References: Agile Practice Guide, pages 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, and 22. ErudiCAT.

**NEW QUESTION 113**

A construction project to build a fish hatchery is in execution. The operations group notified the project manager about a concern that might turn into a potential issue, however, the concern could not be addressed.

In which project document should the project manager record the concern?

- A. Request for information
- B. Risk register
- C. Issue log
- D. Scope statement

**Answer:** C

**Explanation:**

According to the PMBOK Guide, the issue log is a project document that records and monitors the resolution of issues that arise during a project. Issues are points or matters in question or in dispute, or that are not settled and are under discussion or over which there are opposing views or disagreements. Issues can be related to any aspect of the project, such as scope, schedule, cost, quality, resources, communication, risk, procurement, or stakeholder engagement. The issue log helps the project manager and the project team to track the status of issues, assign responsibilities, establish priorities, and set target dates for resolution. The issue log is updated as new issues are identified and current issues are resolved. The issue log is also a communication tool that informs stakeholders about the issues and how they are being handled. References: PMBOK Guide, 6th edition, pages 89, 123, 558.

**NEW QUESTION 115**

A project manager is acting as a servant leader and is struggling to make deadlines on a critical roadway construction project that is falling behind schedule due to a lowperforming team. In order to get the project back on track, what should the project manager do first?

- A. Empower the team members to conduct their job activities and hold each person accountable to improve the schedule.
- B. Notify the project sponsor that the team is underperforming and request additional resources to compress the schedule.
- C. Contact each team member to inform them that further schedule slips will not be tolerated by the project sponsor.
- D. Begin holding daily meetings to assign each team member discrete tasks with specific due dates.

**Answer:** A

**Explanation:**

project manager who is acting as a servant leader should empower the team members to conduct their job activities and hold each person accountable to improve the schedule. This is because a servant leader demonstrates commitment to serve and put other people first, and emphasizes flexibility and empathy to empower team members to adapt and thrive. A servant leader also fosters a culture of collaboration, communication, and feedback, and helps the team members develop their skills and potential. By empowering the team members, the project manager can improve their performance, motivation, and satisfaction, and ultimately get the project back on track.

The other three options are not the best actions for a servant leader to take, because:

? Notifying the project sponsor that the team is underperforming and requesting additional resources to compress the schedule is a possible option, but it is not the first thing to do. The project manager should first try to address the root causes of the team's low performance, and explore other ways to improve the schedule, such as fast-tracking, crashing, or re-baselining. Requesting additional resources may not be feasible or effective, and it may also undermine the trust and confidence of the team members and the sponsor.

? Contacting each team member to inform them that further schedule slips will not be tolerated by the project sponsor is a coercive and authoritarian action, which is contrary to the servant leadership style. This action may create fear, resentment, and resistance among the team members, and damage their morale and engagement. It may also increase the risk of conflicts, errors, and turnover, and worsen the project performance.

? Beginning holding daily meetings to assign each team member discrete tasks with specific due dates is a micromanaging and controlling action, which is also contrary to the servant leadership style. This action may reduce the autonomy, creativity, and ownership of the team members, and make them feel disempowered and demotivated. It may also increase the workload and stress of the project manager, and hinder the team's collaboration and learning.

References:

? Leadership Styles - BrainBOK

? 7 Traits of Servant Leadership in Agile Project Management - Project Management Academy

? Servant Leadership in PMO Management: A Path to Success - IIL Blog

? Project Management Institute. (2021). A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition. Project Management Institute.

? Project Management Institute. (2020). Agile Practice Guide. Project Management Institute.

#### NEW QUESTION 116

During the daily standup meeting that is assessing progress against the current sprint, a team member reports some delays component managed by an external vendor. How should the project manager address the team member's concern?

- A. Implement fast tracking to reduce the impact of the delay on the sprint.
- B. Ask the team member to provide details to address the issue with the vendor.
- C. Update the communications management plan to prevent future reoccurrence.
- D. Ask the team member to resolve the issue independently to minimize further delays.

**Answer: B**

#### Explanation:

The project manager should ask the team member to provide details to address the issue with the vendor, as this is one of the best practices for managing external dependencies in an agile project. According to the Agile Practice Guide, the project manager should collaborate with the team members and the vendors to identify, monitor, and resolve any issues or risks that may affect the project delivery. The project manager should also establish clear and frequent communication channels with the vendors and ensure that they are aligned with the project vision, goals, and expectations. Implementing fast tracking to reduce the impact of the delay on the sprint (A) is not a good option, as it may increase the risk and complexity of the project and compromise the quality and value of the deliverables. Updating the communications management plan to prevent future reoccurrence © is not enough, as it does not address the current issue and the possible solutions. Asking the team member to resolve the issue independently to minimize further delays (D) is not advisable, as it may create silos and conflicts within the team and with the vendor, and reduce the collaboration and transparency that are essential for agile project management. References: Agile Practice Guide, pages 43-44, 77-78; PMP Examination Content Outline, pages 9-10, 13-14.

#### NEW QUESTION 117

A project team consists of members based in country A and subject matter experts (SMEs) based in country B with a 12-hour time difference. What can the project manager do to improve interactions between the team members in both countries?

- A. Ensure full participation of both the product owner and business SMEs in scope planning sessions.
- B. Explore the opportunity to have both teams colocated.
- C. Identify virtual communication methods and arrange for regular team meetings accordingly.
- D. Plan for frequent face-to-face meetings.

**Answer: C**

#### Explanation:

According to the PMBOK Guide, 7th edition, communication management is the process of ensuring timely and appropriate collection, creation, distribution, storage, retrieval, management, monitoring, and the ultimate disposition of project information.

Communication management involves planning, managing, and monitoring communications throughout the project life cycle. Communication management also involves considering the communication needs, preferences, and cultural differences of the project stakeholders. In this question, the project team consists of members based in country A and subject matter experts (SMEs) based in country B with a 12-hour time difference. The question asks what the project manager can do to improve interactions between the team members in both countries.

Based on this information, the best answer is option C, which is to identify virtual communication methods and arrange for regular team meetings accordingly. This is because identifying virtual communication methods and arranging for regular team meetings is a communication management practice that can help the project manager to facilitate effective and efficient communication and collaboration among geographically dispersed team members. Virtual communication methods are tools and techniques that enable remote communication and interaction, such as email, phone, video conferencing, instant messaging, online forums, and social media. Regular team meetings are sessions that allow the team members to share information, provide updates, resolve issues, make decisions, and give feedback. Identifying virtual communication methods and arranging for regular team meetings can help the project manager to overcome the challenges posed by the time difference, as well as to build trust, rapport, and teamwork among the team members in both countries.

Option A, which is to ensure full participation of both the product owner and business SMEs in scope planning sessions, is not a good answer. This is because ensuring full participation of both the product owner and business SMEs in scope planning sessions may not be relevant or sufficient to improve interactions between the team members in both countries. Scope planning sessions are sessions that involve defining and documenting the project scope, deliverables, assumptions, and constraints. Scope planning sessions may not require the participation of all team members, as some team members may not be involved in the scope definition or validation. Scope planning sessions may not address the communication and collaboration issues that may arise from the time difference, as they may not occur frequently or regularly.

Option B, which is to explore the opportunity to have both teams colocated, is not a good answer. This is because exploring the opportunity to have both teams colocated may not be feasible or cost-effective, as it may involve additional expenses, logistics, and risks.

Colocating both teams may also disrupt their work environment, productivity, and motivation. Colocating both teams may not be necessary, as virtual communication methods and regular team meetings can provide a similar level of interaction and collaboration.

Option D, which is to plan for frequent face-to-face meetings, is not a good answer. This is because planning for frequent face-to-face meetings may not be possible or practical, as it may involve travel, time, and budget constraints. Face-to-face meetings may also expose the team members to health and safety risks, especially during the COVID-19 pandemic. Face-to-face meetings may not be preferable, as some team members may prefer virtual communication methods or have personal or professional commitments that prevent them from traveling. Face-to-face meetings may not be superior, as virtual communication methods and regular team meetings can offer comparable benefits and outcomes. References: PMBOK Guide, 7th edition, Chapter 8: Communication1; PMI, 2023, PMP Exam Content Outline, Domain II: Process, Task 10: Plan and manage project/phase communications.

#### NEW QUESTION 119

A project manager is working with the product owner and customer stakeholders on prioritizing the product backlog and planning the product delivery dates. The customer stakeholders are asking to include several deliverables as high priority. The product manager also has technical tasks that should be added as high priority.

What should the project manager do?

- A. Allow the customer stakeholders to define the project priorities and set the delivery dates.
- B. Work with the team to estimate tasks and delivery dates, and then create a project roadmap.
- C. Lead the team to identify the product objectives at every delivery iteration and clarify priorities.
- D. Create a sprint board to allow all customer stakeholders to be aware of the task status and impediments.

**Answer: C**

**Explanation:**

In an agile project, the project manager should collaborate with the product owner and the customer stakeholders to prioritize the product backlog and plan the product delivery dates. The product backlog is a list of features and requirements that are ordered by value and urgency. The product delivery dates are the milestones where the team delivers a potentially shippable product increment that meets the customer's needs and expectations. The project manager should lead the team to identify the product objectives at every delivery iteration and clarify priorities. The product objectives are the goals and outcomes that the product should achieve in each iteration. The priorities are the criteria that determine the order and importance of the product backlog items. By leading the team to identify the product objectives and clarify priorities, the project manager can ensure that the team delivers the most valuable and feasible product increment in each iteration, and that the product backlog reflects the changing needs and expectations of the customer stakeholders. Option C is the best answer because it follows the agile principles and practices that are suitable for this type of project. Option A is not a good answer because it does not involve the team or the product owner in the prioritization and planning process, and it may result in unrealistic or unfeasible expectations. Option B is not a good answer because it does not involve the customer stakeholders in the prioritization and planning process, and it may create a rigid or detailed plan that does not allow for flexibility and feedback. Option D is not a good answer because it does not address the question of how to prioritize the product backlog and plan the product delivery dates, and it may overwhelm the customer stakeholders with too much information or details. References: [Agile Practice Guide], pages 25-26, 29-30; [A Guide to the Project Management Body of Knowledge (PMBOK Guide)], Seventh Edition, pages 18-19, 58-59.

**NEW QUESTION 122**

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 reviewing burnup charts to determine the effort required against estimated earned value
- C. By conducting daily standups to more accurately track project deliverables
- D. By focusing on the delivery of incremental working products to the customer

**Answer: D**

**Explanation:**

= This answer is based on the agile principle of delivering value early and often, which means that the project team should prioritize the features and functionalities that are most valuable to the customer and deliver them in small increments throughout the project. By doing so, the project team can avoid the risk of spending too much time and resources on the final 10% of the project, which may not be as important or relevant to the customer as the earlier deliverables. This approach will also enable the project team to obtain frequent feedback from the customer and make adjustments as needed, rather than waiting until the end of the project to validate the results. References: (Project Management Professional (PMP) Reference Materials source and documents) ? A Guide to the Project Management Body of Knowledge (PMBOK® Guide) –Seventh Edition, Chapter 14: Enabling Change, Section 14.1: Planning for Change, page 325. ? Agile Practice Guide, Chapter 2: An Introduction to Agile, Section 2.2: Agile Manifesto and Principles, page 11.

**NEW QUESTION 126**

A key challenge that a project manager is facing is the lack of discipline by various team members and their inability to harness energy to achieve the project objectives. What should the project manager do to overcome this challenge?

- A. Approach the project sponsor and request help in discussing the project deliverables with team members.
- B. Assign multiple managers to the various teams and delegate all of the tasks to them.
- C. Explain to the team that the project manager is ultimately responsible for the delivery.
- D. Meet with each team member separately and apply an appropriate approach with each one.

**Answer: D**

**Explanation:**

According to the PMBOK® Guide, project team management involves the processes of leading, motivating, developing, and managing project team members. The project manager is responsible for creating a positive team environment that fosters collaboration, trust, and performance. One of the tools and techniques for managing the project team is interpersonal and team skills, which include conflict management, emotional intelligence, leadership, and problem-solving. The project manager should use these skills to meet with each team member separately and apply an appropriate approach with each one, depending on their personality, needs, and issues. This will help the project manager to address the lack of discipline and harness the energy of the team members to achieve the project objectives. References: ? PMBOK® Guide, Sixth Edition, Chapter 9: Project Resource Management, pp.313-360. ? PMP Exam Prep Coursebook, Chapter 9: Project Resource Management, pp. 9-1 - 9-16.

**NEW QUESTION 131**

In an agile team, some of the team members are coming forward to ask for more autonomy on the project. What should the project manager do in this situation?

- A. Discourage this request, as it is for the management team.
- B. Encourage the team lead to make decisions.
- C. Discourage them as conflicts may be created.
- D. Encourage the team members to make decisions.

**Answer: D**

**Explanation:**

In an agile team, the project manager should foster a culture of self-organization and empowerment, where the team members are given the authority and responsibility to make decisions that affect their work. This can increase the team's motivation, creativity, and productivity, as well as reduce the need for micromanagement and bureaucracy. Discouraging the team members from asking for more autonomy, or delegating the decision-making to the team lead or the management team, can undermine the agile principles and values, and create dissatisfaction, confusion, or conflict among the team members. References: (Project Management Professional (PMP) Reference Materials source and documents) ? A Guide to the Project Management Body of Knowledge (PMBOK® Guide) –Seventh Edition, Chapter 2: Value Delivery System, Section 2.3.1: Agile Principles

and Values

? Agile Practice Guide, Chapter 2: An Agile Mindset, Section 2.2: Empowerment and Collaboration

? [PMP Exam Content Outline], Domain III: People, Task 8: Support team performance.

#### NEW QUESTION 132

A project team began working on a complex project that involves new technology as a product. The team is new to the technology and the proposed approach. Additionally, the customer is apprehensive about how the product will be received in the market.

What should the project manager do to help the team and the customer?

- A. Assist the team with identifying the minimum viable product (MVP) to validate assumptions.
- B. Manage the risks associated with the proposed approach.
- C. Work closely with the marketing team on market research and product segments.
- D. Coordinate with the business unit to get detailed requirements.

**Answer:** A

#### Explanation:

According to the PMBOK Guide, 6th edition, page 18, a minimum viable product (MVP) is a product that has just enough features to satisfy early customers and provide feedback for future development. By identifying the MVP, the project manager can help the team and the customer to test the assumptions and hypotheses about the new technology and the proposed approach, and to learn from the feedback and data collected. This way, the project manager can reduce uncertainty and risk, and increase customer satisfaction and value delivery. References:

? PMBOK Guide, 6th edition, page 18

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#### NEW QUESTION 133

In a complex development project with many clients and team members, there have been delays in completing the required work. What should the project manager do?

- A. Empower the team members to do their work.
- B. Inform the project sponsor about this situation.
- C. Work with the team to develop a risk response plan.
- D. Send an email to human resources (HR) about this situation.

**Answer:** C

#### Explanation:

The project manager should work with the team to develop a risk response plan to address the delays in completing the required work. A risk response plan is a document that describes the actions to be taken to reduce the probability and/or impact of identified risks on the project objectives<sup>1</sup>. The project manager and the team should identify the root causes of the delays, assess their impact on the project schedule, cost, and quality, and determine the appropriate strategies to avoid, mitigate, transfer, or accept the risks<sup>2</sup>. Empowering the team members to do their work (A) may not be sufficient or effective, as the team may not have the skills, resources, or authority to deal with the delays. Informing the project sponsor about the situation (B) may be a good communication practice, but it does not solve the problem or prevent it from recurring. Sending an email to HR about the situation (D) may not be relevant or helpful, as HR may not have the responsibility or capability to address the delays. References: 1: PMBOK Guide, 6th Edition, p. 3952: Top 60+ PMP Exam Questions and Answers for 2023 - KnowledgeHut

#### NEW QUESTION 138

An information technology (IT) team is responsible for the validation and release of a product developed by the agile development team. Due to other priorities for the IT team, the releases are delayed.

What action should the project manager take?

- A. Work with the IT team to prioritize the validation and release of the new features.
- B. Escalate the issue from the IT team to management and get the validation prioritized.
- C. Request the IT team to immediately release the product and then validate the features.
- D. Deliver the features when the IT team is able to validate them.

**Answer:** A

#### Explanation:

According to the Project Management Professional (PMP) Reference Materials, a project manager should work with the IT team to prioritize the validation and release of the new features. This is because the project manager is responsible for ensuring that the product delivers value to the customer on an incremental basis, as per the agile principles. The project manager should collaborate with the IT team to understand their constraints and challenges, and help them align their work with the product vision and roadmap. The project manager should also facilitate communication and coordination between the IT team and the agile development team, and ensure that the release process is streamlined and efficient. By working with the IT team, the project manager can foster a culture of trust and mutual respect, and avoid unnecessary conflicts or escalations. References: Project Management Professional (PMP) Exam Content Outline, A Guide to the Project Management Body of Knowledge (PMBOK Guide) - Seventh Edition, Agile Release Planning Best Practices for Product Managers, Agile Release Train.

#### NEW QUESTION 140

A project manager is leading a small project with a low budget and a short, tight schedule.

Many of the stakeholders are within the organization and have varying levels of interest.

Which approach should the project manager use with the stakeholders?

- A. Schedule one-on-one meetings with stakeholders to provide project updates.
- B. Provide daily reports to maximize stakeholder communication.
- C. Share all relevant project information with the stakeholders.
- D. Minimize communication until project completion as it will be finished quickly.

**Answer:** C

#### Explanation:

According to the PMBOK Guide 7th Edition, one of the principles of project management is to engage stakeholders. This means that the project manager should

identify, analyze, and involve the stakeholders throughout the project, and provide them with timely and appropriate information that meets their needs and expectations. To engage stakeholders, the project manager should share all relevant project information with the stakeholders, such as the project objectives, scope, schedule, cost, quality, risks, issues, changes, and progress. This will help to keep the stakeholders informed, aligned, and satisfied with the project, and to obtain their feedback and support. Scheduling one-on-one meetings, providing daily reports, or minimizing communication are not the best approaches, as they may not suit the preferences, availability, or influence of the stakeholders, and they may not address the complexity, uncertainty, or urgency of the project information. References: PMBOK Guide 7th Edition, page 12-13.

**NEW QUESTION 145**

A customer requests additional changes 1 day before the planned change date. How should the project manager respond to the change request?

- A. Reject the changes as the lead time is too short.
- B. Determine whether the project team is capable of making the changes.
- C. Review the additional changes and perform integrated change control.
- D. Check if the changes are covered in the statement of work (SOW).

**Answer: C**

**Explanation:**

According to the PMBOK Guide, the project manager should manage the project scope, including the planning, validation, and control of the scope. The project manager should also manage the project changes, including the initiation, evaluation, approval, and implementation of the changes. In this scenario, the project manager received a request to add additional changes 1 day before the planned change date. This is a potential change to the project scope that may also impact the project time, cost, quality, and other aspects. The best course of action is to review the additional changes and perform integrated change control. This can help the project manager to assess the feasibility and desirability of the change request, and to determine the appropriate response and approval. Reviewing the additional changes and performing integrated change control (option C) is the best solution to the issue, as it demonstrates proactive and effective project scope and change management. Rejecting the changes as the lead time is too short (option A) may not be feasible or ethical, as it may violate the customer's expectations and satisfaction, and may damage the trust and relationship with the customer. Determining whether the project team is capable of making the changes (option B) may not be sufficient or realistic, as it may ignore or overlook the impact and value of the change request, and may create a conflict or resentment among the project team. Checking if the changes are covered in the statement of work (SOW) (option D) may not be relevant or helpful, as it may not address the change request itself, nor does it account for the possible deviations or changes that may occur during the project execution. References: : Project Management Institute. (2017). A Guide to the Project Management Body of Knowledge (PMBOK Guide) (6th ed.). Newtown Square, PA: Author1 : Change Request - Project Management Knowledge2 : Managing Change Requests in Project Management [Template]3 : Which Project Documents Need A Change Request For Updates?4

**NEW QUESTION 149**

A project manager has noticed that a critical team member is consistently arguing with a client. This has started to have a negative effect on the meetings. How should the project manager address this?

- A. Talk to the client privately to highlight the situation.
- B. Remove the project team member from all future meetings.
- C. Recommend a performance improvement plan to the project team member.
- D. Explain the impact of the scenario to the project team member.

**Answer: D**

**Explanation:**

= According to the PMBOK Guide, conflict management is the process of identifying and addressing differences that affect the performance of the project team or the project outcomes. Conflict management involves using appropriate techniques to resolve or prevent conflicts, such as collaborating, compromising, avoiding, forcing, or smoothing. In this scenario, the project manager should explain the impact of the scenario to the project team member, as this can help to raise the awareness of the team member about the negative consequences of the argument, such as damaging the relationship with the client, disrupting the meeting productivity, or affecting the project quality. The project manager should also try to understand the root cause of the conflict, and work with the team member and the client to find a mutually acceptable solution. Talking to the client privately, removing the project team member from the meetings, or recommending a performance improvement plan are not the best options, as they may not address the underlying issue, or may create more resentment, distrust, or isolation among the team member or the client. References: = PMBOK Guide, 7th edition, pages 64-65, 68-69.

**NEW QUESTION 150**

A project manager has recently been asked to take over an existing project. The project manager would like to determine how the project has been progressing by tracking features that are in progress, completed, or scheduled to be worked on.

Which of the following can help the project manager assess the state of the project?

- A. Pareto diagram
- B. Burnup chart
- C. Burndown chart
- D. Cumulative flow diagram

**Answer: D**

**Explanation:**

According to the Project Management Professional (PMP) Reference Materials, a cumulative flow diagram (CFD) is a graphical tool that can help the project manager assess the state of the project by tracking features that are in progress, completed, or scheduled to be worked on. A CFD shows the number of work items in each stage of the workflow over time, and the total amount of work in the system. A CFD can help the project manager identify bottlenecks, delays, scope changes, and variations in the work process. A CFD can also help the project manager monitor the project progress, quality, and delivery rate. A CFD is especially useful for projects that use agile or iterative methods, as it can show the value delivered to the customer on an incremental basis. References: Project Management Professional (PMP) Exam Content Outline, A Guide to the Project Management Body of Knowledge (PMBOK Guide) - Seventh Edition, Cumulative Flow Diagrams.

**NEW QUESTION 151**

A project manager is building a team to work on a service integration project that will transition technology management services from company A to company B. The project team will consist of members from both companies. Prospective team members for the project are located all over the world, have different types of

technology backgrounds, and use different approaches for work.  
How should the project manager build a cohesive, high-performing team?

- A. Organize the team members into several kick-off sessions based on technology type.
- B. Review the list of team members' skills and understand how they will work together to deliver the project outcomes.
- C. Ask the human resources (HR) department to arrange interview meetings to select the team.
- D. Ask prospective team members to write a short biography explaining how they can contribute to the team's success.

**Answer: B**

**Explanation:**

The project manager should review the list of team members' skills and understand how they will work together to deliver the project outcomes to build a cohesive, high-performing team. According to the PMBOK® Guide, a high-performing team is a team that exhibits a high level of collaboration, trust, commitment, and performance<sup>1</sup>. To build a high-performing team, the project manager should apply team development techniques that enhance the team's ability to work effectively and efficiently<sup>1</sup>. One of the team

development techniques is skill assessment, which involves identifying and evaluating the skills and competencies of the team members, and aligning them with the project objectives and requirements<sup>1</sup>. By reviewing the list of team members' skills, the project manager can understand the strengths and weaknesses of the team, and determine the best way to assign roles and responsibilities. The project manager can also identify any skill gaps or overlaps that may affect the team performance, and plan for training or coaching to address them. Additionally, by understanding how the team members will work together, the project manager can facilitate communication and collaboration among the team members and other stakeholders, and foster a positive team culture that supports the project goals.

This way, the project manager can build a cohesive, high-performing team that can deliver the project outcomes. The other options are not the best ways to build a cohesive, high-performing team, as they do not address the need to assess and align the team skills and competencies.

? Organizing the team members into several kick-off sessions based on technology type is a possible action that the project manager can take, but it is not the main activity that the project manager should do to build a cohesive, high-performing team. Kick-off sessions are meetings that introduce the project and the team to the team members and other stakeholders, and establish the project vision, scope, and expectations<sup>1</sup>. While kick-off sessions can help the team members to get to know each other and the project, they do not necessarily help the project manager to review and evaluate the team skills and competencies, and align them with the project objectives and requirements. Moreover, organizing the team members into several kick-off sessions based on technology type may create silos and barriers among the team members, and reduce the team cohesion and collaboration.

? Asking the human resources (HR) department to arrange interview meetings to select the team is a wrong way to build a cohesive, high-performing team, as it delegates the responsibility of the project manager to the HR department, and ignores the input and involvement of the team members and other stakeholders. The project manager is the person who is accountable for the team performance and satisfaction, and who has the best knowledge and understanding of the project objectives and requirements<sup>1</sup>. Therefore, the project manager should take the lead in selecting and developing the team, and consult and collaborate with the team members and other stakeholders to ensure the team is aligned and engaged with the project goals.

? Asking prospective team members to write a short biography explaining how they can contribute to the team's success is an unnecessary and ineffective activity that does not help the project manager to build a cohesive, high-performing team. Writing a short biography is a one-way and subjective way of presenting the team members' skills and competencies, and it does not provide the project manager with a comprehensive and objective assessment of the team skills and competencies. Furthermore, writing a short biography does not help the project manager to understand how the team members will work together, and facilitate communication and collaboration among the team members and other stakeholders.

References: 1: PMBOK® Guide, 7th edition, pages 96-97.

**NEW QUESTION 154**

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