

Exam Questions PMP

Project Management Professional

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NEW QUESTION 1

A project manager is leading a global team that they have worked with in the past and has a high level of trust with them. The team is located in different countries and time zones and will need decisions in a timely manner.

In order to ensure that the project runs smoothly across the team, how should the project manager approach delegation?

- A. Delegate most authorities and control the authority by withholding important information.
- B. Delegate certain authorities and control the authority by withholding important information.
- C. Delegate certain authorities and share information to allow fair decision-making.
- D. Delegate most authorities and share information to allow fair decision-making.

Answer: D

NEW QUESTION 2

A project lead is working on an agile project to build the team's vision, including the decision-making process.

It was decided that the team will vote on items, and if 90% of the team agrees on a decision, then it will be carried forward. At the very first technical design meeting, the team makes a decision that the project lead strongly disagrees with. How should the project lead proceed?

- A. Refuse to let the team proceed with the work based on their decision.
- B. Take the technical team lead aside and try to persuade them to change their vote.
- C. Note the reasons for the disagreement and let the team proceed.
- D. Set up a meeting with the project champion and ask them to intervene.

Answer: C

NEW QUESTION 3

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

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

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

Answer: A

NEW QUESTION 4

An organization is transitioning to an agile delivery approach. There is only one project that is being used as a pilot for the new approach. The project management office (PMO) manager has asked the project lead how communications with the project team and the stakeholders will be managed.

What should the project lead recommend?

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

Answer: C

NEW QUESTION 5

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

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

Answer: C

NEW QUESTION 6

A company has started developing a new product. During execution the project team notices that another competitor has launched a product with very similar functionalities and a cheaper market price.

What should have been done differently to avoid this scenario?

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

Answer: A

NEW QUESTION 7

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

How should the project manager recognize high performance?

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

Answer: C

NEW QUESTION 8

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

What should be the project manager's next steps?

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

Answer: C

NEW QUESTION 9

A global program is being kicked off, and various distributed teams are involved in delivering the initiative.

Besides planning and executing the scope for the initiative, team interactions must be considered.

How should the project teams interact in their meetings?

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

Answer: B

NEW QUESTION 10

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

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

Answer: B

NEW QUESTION 10

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

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

Answer: D

NEW QUESTION 13

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

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

Answer: C

NEW QUESTION 17

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

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

Answer: B

NEW QUESTION 20

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

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

Answer: B

NEW QUESTION 22

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

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

Answer: A

NEW QUESTION 24

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

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

Answer: D

NEW QUESTION 25

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

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

Answer: A

NEW QUESTION 27

An important national project is in the execution phase. A time constraint activity must be conducted on-site by a specialist from another country. Due to travel restrictions, the specialist cannot perform the activity on-site. The activity cannot be completed without the specialist's expertise. The project team is actively seeking assistance in order to complete the job on time. What should the project manager do to help the project team?

- A. Reschedule the project until the local travel restrictions are lifted.
- B. Schedule virtual sessions with the specialist to guide the team in completing the activity.
- C. Seek additional budget to train the project team on the required skill set.
- D. Refer to the organization's lessons learned repository and find an alternative solution.

Answer: A

NEW QUESTION 29

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

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

Answer: A

NEW QUESTION 34

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

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

Answer: A

NEW QUESTION 38

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

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

Answer: D

NEW QUESTION 41

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

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

Answer: D

NEW QUESTION 45

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

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

Answer: B

NEW QUESTION 48

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

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

Answer: C

NEW QUESTION 49

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

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

Answer: C

NEW QUESTION 51

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

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

Answer: C

NEW QUESTION 54

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

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

Answer: A

NEW QUESTION 57

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

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

Answer: A

NEW QUESTION 59

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

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

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

Answer: A

NEW QUESTION 60

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

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

Answer: B

NEW QUESTION 64

In an industrial plant, the owner has decided to add more capacity to the plant by installing a new machine and updating the software used in production. This capacity enlargement will occur while the plant is still functioning and producing. The software update will be accomplished using an agile approach in order to minimize risk. The machine procurement, installation, and integration will be accomplished using predictive approaches.

What types of communications will the project manager have to design into the schedule management plan to ensure the project will be on schedule?

- A. Biweekly written status reports from the relevant stakeholders
- B. Weekly colocated meetings with the relevant stakeholders
- C. Biweekly conference calls with the relevant stakeholders
- D. Weekly one-on-one meetings with each of the relevant stakeholders

Answer: D

NEW QUESTION 67

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

What should the project manager have done to prevent this?

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

Answer: A

NEW QUESTION 68

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

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

Answer: A

NEW QUESTION 71

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

What should the project leader have done to ensure success?

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

Answer: A

NEW QUESTION 76

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

Which approach should the project manager use in this situation?

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

Answer: A

NEW QUESTION 80

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

What should the project lead do?

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

Answer: D

NEW QUESTION 83

A company routinely outsources resources for specific core activities. Due to a sudden, unforeseen risk, all of the team members are needed to work remotely, including the outsourced ones.

How can the project manager address this challenge to assure outsourced vendors deliver?

- A. Review the coordination and communication costs with the supplier.
- B. Develop a new strategy for communication and management of resources.
- C. Review the risk management plan for the mitigation activities.
- D. Submit a change request to increase the contingency budget.

Answer: C

NEW QUESTION 88

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

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

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

Answer: C

NEW QUESTION 90

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

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

Answer: C

NEW QUESTION 92

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

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

Answer: B

NEW QUESTION 96

A subject matter expert (SME) external to the project team provides a suggestion that will save the project delivery time. This SME has available time to support the project, but was not planned to be involved in the current agile iteration. What should the project manager do?

- A. Bring the SME on board immediately and discuss the implications later.
- B. Ask the existing team members to collaborate with the SME and complete the activity.
- C. Ask the SME to complete all of the necessary changes, which will save time.
- D. Direct the team member to ignore the SME's changes as they were not planned.

Answer: B

NEW QUESTION 99

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

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

Answer: B

NEW QUESTION 100

A project manager holds periodic progress review meetings to discuss issues. What should the project manager do first on the agenda?

- A. Produce lessons learned documentation.
- B. Elaborate the risk mitigation strategy and risk register.
- C. Formulate project management plan integration.
- D. Update resolution approaches and action assignments.

Answer: D

NEW QUESTION 103

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

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

Answer: D

NEW QUESTION 105

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

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

Answer: A

NEW QUESTION 106

A member of the project team always extends discussion topics, taking more time than necessary during project team meetings. Other team members feel this member is not being considerate of their time. What should the project manager do?

- A. Explain to the team that open discussions are needed but remind the team to follow the ground rules.
- B. Ask this member to only discuss the current topic to achieve team efficiency.
- C. Ask the team to accept the input from this particular member as their input may be useful.

D. Allow the self-organized team to discuss the situation among themselves and come to a resolution.

Answer: A

NEW QUESTION 108

A project manager for an agile project is concerned that the team has been losing momentum over the last iterations. Which two tools should the project manager use to analyze team performance? (Choose two)

- A. Project schedule
- B. Product backlog burndown chart
- C. Work breakdown structure (WBS)
- D. Cumulative flow diagram of completed features
- E. Burndown chart

Answer: DE

NEW QUESTION 113

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

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

Answer: C

NEW QUESTION 118

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

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

Answer: A

NEW QUESTION 119

A customer has provided excellent feedback on the project. However, a key project resource is leaving the company. Which measure should mitigate the impact of this key resource's departure?

- A. Offer a new contract to the resource who is leaving.
- B. Establish a proactive knowledge-sharing plan.
- C. Update the risk register and inform the customer.
- D. Develop a contingency budget to replace the key resource.

Answer: B

NEW QUESTION 120

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

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

Answer: B

NEW QUESTION 122

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

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

Answer: C

NEW QUESTION 124

A company must implement a new regulation. The government has specified the date when the regulation will be enforced but has only provided high-level information on the regulation's requirements. Therefore, changes in definitions are to be expected due to uncertainty. Which life cycle should the project manager use for this project?

- A. A predictive execution strategy
- B. A hybrid execution strategy
- C. An iterative execution strategy
- D. An agile execution strategy

Answer: D

NEW QUESTION 127

A project manager is working on a software development project for an oil and gas client using an agile approach. The project manager is having difficulty preparing the schedule because the project has various unknowns. Which scheduling method should the project manager use to develop the schedule?

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

Answer: A

NEW QUESTION 130

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

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

Answer: B

NEW QUESTION 133

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

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

Answer: C

NEW QUESTION 136

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

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

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

Answer: CDE

NEW QUESTION 140

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

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

Answer: DE

NEW QUESTION 145

A major public-transportation construction project is aimed at significantly reducing emissions. The project has been severely delayed due to noncompliance with environmental codes and bylaws. What should the project manager have done to prevent this?

- A. Incorporated sufficient schedule reserves based on similar delays in past projects.

- B. Appointed a senior environmental compliance officer to report directly to the project manager.
- C. Mapped environmental compliance requirements, identified risks to achieving them, and prepared mitigations.
- D. Approached the regulator for a partial waiver in light of the environmental importance of the project.

Answer: C

NEW QUESTION 148

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

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

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

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

Answer: B

NEW QUESTION 153

A project manager is leading a hybrid project and is collaborating with the client to develop the project contract.

Some delays have been experienced due to unforeseen technical difficulties and new dependencies. However, the project manager is optimistic about recovering the delays in the upcoming sprints. A key stakeholder asked the project manager if the contract deadlines can be met.

What should the project manager do first?

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

Answer: B

NEW QUESTION 155

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

What should the project manager do next?

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

Answer: A

NEW QUESTION 156

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

What should the project manager have done to avoid this situation?

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

Answer: B

NEW QUESTION 160

Travel restrictions are suddenly imposed during a project's execution. The team members reside in different geographic locations.

What should the project manager do next to address this issue?

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

Answer: C

NEW QUESTION 162

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

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

- A. Direct the senior-most member to determine the scope on behalf of the team.

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

Answer: D

NEW QUESTION 167

Eight highly qualified experts have been assembled to work for a 6-month period on an a specific aspect of an organization's product development process. How should the project manager support this team to succeed?

- A. Hand over control of specific aspects of their roles as experts and let them agree on their own timelines and targets.
- B. Bring in a senior colleague who is also an expert to ensure the team is on track to achieve the goals and objectives.
- C. Define roles and targets for all team members and regularly follow up with one-to-one meetings to review progress.
- D. Work with the team members to define the overall objective and support them to engage around the goal.

Answer: D

NEW QUESTION 168

A project manager is tasked with developing a coaching model to support and recognize team members' growth. What should the project manager consider when defining their coaching strategy?

- A. Established patterns of communication
- B. Organization's strategic goals
- C. Individual and personal objectives
- D. Project team's shared objectives

Answer: D

NEW QUESTION 173

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

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

Answer: A

NEW QUESTION 176

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

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

Answer: C

NEW QUESTION 179

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

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

Answer: A

NEW QUESTION 180

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

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

Answer: D

NEW QUESTION 183

During a project meeting, the project manager expressed the importance of delivering reports on time. These individual reports will be consolidated into a single report. One of the team member's reports was not delivered on time and therefore the report could not be integrated with the other reports. This demonstrates a lack of teamwork and impacts project success. What should the project manager do to resolve this issue?

- A. Assign the task to someone else on the team.
- B. Discuss it with the team member in confidence.
- C. Discuss this matter during the project meeting.
- D. Include this item in the risk register.

Answer: C

NEW QUESTION 187

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

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

Answer: C

NEW QUESTION 189

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

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

Answer: B

NEW QUESTION 191

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

- A. Evaluate the performance of the junior economist in the upcoming months.
- B. Request to replace the junior economist with a more experienced economist.
- C. Consider organizing paired work sessions for the junior and senior economists.
- D. Reassign some of the junior economist's tasks to other economists.

Answer: C

NEW QUESTION 195

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

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

Answer: C

NEW QUESTION 200

A project manager has completed an assessment of the project team's performance. Some team members have performed poorly on their assigned tasks. What should the project manager do?

- A. Develop different approaches based on team members' motivation and ability.
- B. Develop a standard approach to provide feedback to all team members.
- C. Provide intensive oversight to the team members who performed poorly.
- D. Create a new standard performance measure based on project requirements.

Answer: A

NEW QUESTION 205

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

- A. Work with the procurement team to find alternative options.
- B. Contact the vendor that supplied similar equipment for a previous project.

- C. Use the existing equipment and replace it later with the new equipment
- D. Ask the project sponsor to expedite the vendor selection process.

Answer: A

NEW QUESTION 210

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

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

Answer: BE

NEW QUESTION 214

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

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

Answer: D

NEW QUESTION 218

A project is approaching successful completion, and all stakeholders are really proud of the achieved results. The project management office (PMO) recommends the project manager to lead the next similar project. What should the project manager do next?

- A. Engage key stakeholders to complete and deliver lessons learned.
- B. Select the same stakeholders for the next project to avoid doing knowledge transfer.
- C. Present the project achievements and delegate knowledge transfer to the steering committee.
- D. Request the PMO to manage the lessons learned repository.

Answer: A

NEW QUESTION 223

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

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

Answer: D

NEW QUESTION 227

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

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

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

Answer: AD

NEW QUESTION 232

A project manager who recently joined the company has been assigned to manage a software project for a major recurring customer. What should the project manager do to enhance the budget estimations for the project?

- A. Discuss the budget with the team during the daily standups to ensure the budget is under control.
- B. Review budget-related lessons learned from similar projects.
- C. Invite the client to the kick-off meeting and create the project budget during the meeting.
- D. Implement an agile approach to avoid using a fixed budget.

Answer: B

NEW QUESTION 235

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

What should the project manager do next?

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

Answer: C

NEW QUESTION 238

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

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

Answer: B

NEW QUESTION 239

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

What should the project manager have done to prevent this?

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

Answer: D

NEW QUESTION 244

A team has individual daily start times for each team member. Sometimes the overlap between team member working hours is short. During those times, the interactions and work as a team are reduced and ineffective. What should the project manager do?

- A. Inform the team members who are joining late to join early and work together.
- B. Allocate the overlap time for each team member and ask them to adhere to the schedule.
- C. Ask the team to define a team charter and agree on core working hours.
- D. Ask the team to start at the same time to obtain the maximum number of team working hours.

Answer: C

NEW QUESTION 248

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

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

Answer: D

NEW QUESTION 251

A project manager just completed a successful deployment and is preparing to transition the project to an operational state before starting closeout actions. What should the project manager do to ensure that the project is ready to move to an operational state?

- A. Meet with the project team to review the work breakdown structure (WBS) and confirm deliverables have been delivered.
- B. Develop a plan to repay the technical debt incurred during the project and ensure that the project sponsor agrees with the plan.
- C. Review the project approval requirements in the project charter and confirm who will be approving the project.
- D. Refer to the project's work in progress (WIP) reports to ensure that there is no additional work in the backlog.

Answer: C

NEW QUESTION 252

A team is delivering features to a customer at every iteration. After completing each iteration, the customer is invited for a review. However, the customer is frequently not available and the review is often delayed, which results in increased rework for the team. What should the project manager do?

- A. Ask the customer to review the deliverables in each iteration based on their availability.
- B. Request the customer to clarify all requirements at the start of each iteration.
- C. Plan ahead and define the best way to review the deliverables with the customer.
- D. Include the customer in daily project activities to gain the required guidance.

Answer: C

NEW QUESTION 257

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

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

Answer: B

NEW QUESTION 262

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

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

Answer: A

NEW QUESTION 267

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