



**PMP**

## **Exam Questions PMP**

Project Management Professional

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

What should the project manager do in this situation?

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

**Answer: C**

#### NEW QUESTION 3

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

What should the project manager have done to prevent this from happening?

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

**Answer: A**

#### NEW QUESTION 4

A new engineer was assigned to a project. Although the engineer has adequate skills for the job, they always wait for authorization from the project manager before acting.

What should the project manager do?

- A. Obtain related training for the new team member.
- B. Determine the appropriate level of decision-making authority and empower the engineer.
- C. Make all of the decisions for the engineer in order to keep the workflow on track.
- D. Replace the resource with an experienced engineer.

**Answer: B**

#### NEW QUESTION 5

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

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

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

**Answer: B**

#### NEW QUESTION 6

A stakeholder informs the project manager about a few compliance-related gaps and issues. The stakeholder then presents several suggestions to the project manager to address the issues.

What should the project manager do?

- A. Use the compliance issues to identify coaching and mentoring opportunities.
- B. Log the feedback from the compliance gaps in the lessons learned register.
- C. Review this with the project sponsor to avoid compliance gaps and issues.
- D. Discuss the suggestions with the staff responsible for the compliance issues.

**Answer: D**

#### NEW QUESTION 7

A project is ready to start, and resources are allocated. The development manager then informs the project manager that a critical resource is no longer available

due to a family emergency. The development manager indicates that all other developers have been assigned to other projects, and there is no capacity for any developer to take on additional work. What should the project manager do next to fulfill this resource need?

- A. Determine resource allocation options based on project priority.
- B. Apply changes to the existing resource allocations and inform the development manager.
- C. Meet with the sponsor to determine how to rebaseline the schedule.
- D. Inform the sponsor of the situation and request an extension of the target completion date.

**Answer:** A

#### NEW QUESTION 8

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 9

product development team has team members located in four different countries. A senior manager is assigned the task of recruiting a project manager to manage this project and the virtual team.

Which skill is required for a project manager to successfully manage this team?

- A. Speaks several languages and has lived in different countries
- B. Possesses strong interpersonal skills to drive high-performing virtual teams
- C. Plans and controls every aspect of the team's deliverables to avoid surprises
- D. Implements the organization's standards and processes for the project

**Answer:** B

#### NEW QUESTION 10

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 10

A project to construct an electricity generation plant is on site near a nature reserve. An environmental activist group is questioning the need for the project. The customer has informed the project manager to disregard the group as they are not in support of the project.

What should the project manager do next?

- A. Ask the customer to contact the activist group and let them know the project status and completion date.
- B. Add the activist group to the list of stakeholders and analyze the impact they may have on project delivery.
- C. Obey the directive from the customer since they are funding the project and are the most important stakeholder.
- D. Request the project team disregard all communication from the activist group and continue with their project work.

**Answer:** B

#### NEW QUESTION 11

A key project team member is out on sick leave in the middle of a critical project iteration. The project sponsor learns that any delay with the end-of-iteration release will displease the business stakeholders. Although all team members are cross-functional, they are also working close to full capacity.

What should the project manager do to address this situation?

- A. Discuss the issues with the sponsor to fully convey the problem of the unavailable resource and the amount of work being done.
- B. shared.
- C. Discuss this with the sponsor and hold a meeting with the stakeholders so all of the team challenges can be shared.
- D. Discuss this with the team so they can complete the work of the unavailable team member and aim for the release deadline.
- E. Discuss this with the team so they are able to reprioritize critical tasks and aim for the release deadline.

**Answer:** B

#### NEW QUESTION 15

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 20

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 22

Project acceptance criteria include on-site training for the new users of a system. Due to unforeseen circumstances, all team members have to work remotely for an indefinite period of time. What should the project manager do?

- A. Reschedule on-site training to online sessions.
- B. Create a risk and assign remediation actions.
- C. Cancel all of the on-site training sessions.
- D. Document the project issue and provide options.

**Answer:** D

#### NEW QUESTION 23

A project manager leads a development project for a mobile chatting application. One of the experienced developers constantly creates conflicts with the other team members. As a result, the other team members are refusing to work with the developer. Since the developer is a high performer, the project goals may be negatively impacted if they leave the team. What should the project manager do in this situation?

- A. Meet with the developer and ask them to be respectful with the other team members and work together as a team.
- B. Meet with the team members and developer individually to understand the situation and build an action plan accordingly.
- C. Collect the team's feedback and send it to human resources (HR) to resolve the conflict.
- D. Arrange a team-building training session and require all of the team members to attend.

**Answer:** B

#### NEW QUESTION 28

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 31

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

- A. Organize a one-on-one conversation with each stakeholder.
- B. Request stakeholders articulate their motivations at the kick-off meeting.
- C. Email project objectives to all stakeholders and ask for endorsement.
- D. Identify each stakeholder's motivations from the business case.

**Answer:** A

#### NEW QUESTION 36

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

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

**Answer:** B

NEW QUESTION 37

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

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

Answer: B

NEW QUESTION 41

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

Communication event

Daily meeting

Iteration retrospective

Iteration planning

Iteration review

Main subject

Goal for this iteration

Development flow

Backlog items completed or not

Continue, stop, or start actions

- A. Mastered
- B. Not Mastered

Answer: A

Explanation:

Communication event

Daily meeting

Iteration retrospective

Iteration planning

Iteration review

Main subject

Iteration planning

Daily meeting

Iteration review

Iteration retrospective

NEW QUESTION 42

A project has met the agreed-upon product requirements and is closing. There is time remaining in the schedule and excess budget. The resources are not yet scheduled to move to other projects. Several product champions want to continue adding functionality to the product. What should the project manager do?

- A. Use the remaining time and resources to add additional scope to the project without spending the project budget.
- B. Ensure product quality by spending the remaining resources and time on additional quality checks for the product.
- C. Acknowledge the project closure criteria has been met and release the remaining budget and resources.
- D. Obtain approval from the sponsor to add additional functionality to the project deliverables with the leftover budget.

Answer: C

NEW QUESTION 44

A team realizes that there is no access to data that the project depends on to complete the current iteration. This dependency was known; however, the team is unsure of the available options to remove this obstacle. What should the project manager do next?

- A. Guide the team to determine alternatives.
- B. Move the dependent task to the next iteration.
- C. Escalate the issue to the company's IT manager.



D. Escalate the issue to the project sponsor.

**Answer:** A

#### NEW QUESTION 47

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

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

**Answer:** A

#### NEW QUESTION 49

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 53

In the middle of an iteration, an agile team working on the development of a new product was notified that an important team member will leave the project for a few weeks due to some urgent personal issues. What should the project manager do regarding the activities that were the responsibility of this team member?

- A. Reach an agreement with the team on how to handle the situation.
- B. Reach out to the procurement team to hire a substitute for the team member.
- C. Allow senior management to decide how to proceed with the project.
- D. Convince the team member not to leave until the project is completed.

**Answer:** B

#### NEW QUESTION 57

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 58

A project manager is leading a software development project that will assist in maintenance management for a power plant. The project manager is analyzing project performance data and trying to forecast if the project will have any slippage in the future. What should the project manager do?

- A. Perform quality control analysis.
- B. Perform schedule analysis.
- C. Perform trend analysis.
- D. Perform root cause analysis (RCA).

**Answer:** C

#### NEW QUESTION 59

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 61

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 63

A project team is executing a megaproject, and several contract requirements have been identified. In the planning phase, the project team agreed that a contract would be required 3 months prior to the project's finish date. During project execution, it was determined that the contract was required immediately. What should project manager do?

- A. Seek management's approval for executing the contract earlier than planned.
- B. Request the team to initiate a change request to execute the contract.
- C. Support the team's request and allow for early contract execution.
- D. Challenge the project team to identify the reasons for early contract execution.

**Answer:** B

#### NEW QUESTION 64

During iteration planning, team A identifies that an important deliverable is dependent upon a deliverable from team B. What should the project manager do?

- A. Inform team B of the dependency and ensure that the deliverable is planned.
- B. Make team Aa part of team B and ensure that the deliverable is ready.
- C. Request team B to immediately start this activity and deliver to team A.
- D. Ask team B to focus on their backlog and deliver based on their priority,

**Answer:** A

#### NEW QUESTION 65

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 68

A company is about to start a complex research project. Due to the level of uncertainty, the project manager recommends the use of a hybrid approach; however, the organization only has experience with predictive projects. How can the project manager strategize the use of a hybrid approach to the organization?

- A. Present the benefits of a hybrid approach to key stakeholders to get their support.
- B. Create a project change request to execute the project using a hybrid approach.
- C. Send a letter to the project management office (PMO) requesting to use a hybrid approach.
- D. Submit a notification to the project team confirming they will be using a hybrid approach on the project.

**Answer:** A

#### NEW QUESTION 71

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

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

**Answer:** D

#### NEW QUESTION 74

A project manager is working with a Scrum team that is continually missing deadlines. The steering committee is concerned about the project as it is not clear that it will deliver the expected value. After some analysis, the project manager discovers there is a mismatch of competencies in one of the teams. What should the project manager do?

- A. Provide appropriate training to compensate for the mismatch.
- B. Emphasize to the teams the importance of meeting the agreed deadlines.
- C. Update the project schedule to reflect the delay.
- D. Accept the risk of the project missing deadlines due to the mismatch.

**Answer:** A

#### NEW QUESTION 78

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

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

**Answer:** A

#### NEW QUESTION 79

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

What should the project lead do?

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

**Answer:** C

#### NEW QUESTION 81

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

What should the project manager do?

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

**Answer:** B

#### NEW QUESTION 85

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

What should the project manager do to avoid similar complaints?

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

**Answer:** B

#### NEW QUESTION 87

A project manager is assigned to a critical software development project. The team is using a hybrid approach and has divided development into four sprints. At the end of sprint three, the project manager discovers that the earned value (EV) is US\$500,000 and the planned value (PV) is US\$550,000.

What should the project manager do?

- A. Introduce a float.
- B. Adjust the budget.
- C. Adjust the project time line.
- D. Fast track the project.

**Answer:** D

#### NEW QUESTION 91

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 93

A project manager schedules virtual daily standup meetings for a project, but half of the team members regularly join late or miss the meeting all together. What should the project manager do?



- A. Discuss ground rules with the team that will include daily meetings.
- B. Use one-to-one virtual meetings because they are more efficient.
- C. Ask senior management for coaching regarding this situation.
- D. Agree on a new time and reschedule the daily standups.

**Answer:** A

#### NEW QUESTION 94

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 99

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

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

**Answer:** C

#### NEW QUESTION 103

During a project's execution phase, two team members are having conflicts with other team members within the team on technical and interpersonal levels. Which two actions should the project manager take first to address this conflict? (Choose two)

- A. Ask human resources (HR) to intervene before it escalates and affects the team's performance.
- B. Arrange individual meetings with the team members who cannot work together effectively.
- C. Address the conflict during team meetings for the entire team to participate and find solutions.
- D. Discuss the conflict early among the affected team members using a direct, collaborative approach.
- E. Plan to resolve the team members' conflicts after the sprint and focus on achieving the goal.

**Answer:** BD

#### NEW QUESTION 104

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

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

**Answer:** C

#### NEW QUESTION 108

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

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

**Answer:** A

#### NEW QUESTION 109

A mid-size capital project has shared resources from the company's contract department. During the execution phase, the project team observed a delay in contracting. After communicating with the contract department, the project manager found the contract team is prioritizing other contracting jobs because they are not part of the project team. What should the project manager do first in this situation?

- A. Report the issue to higher management and seek their direct involvement to complete the job from the contract department.
- B. Arrange a meeting with the contract department to build trust and commitment by recognizing their critical support to the project.
- C. Arrange several meetings with the contract department and ask them to contract the project as it is critical for project success.
- D. Communicate with the contract manager to commit a budget for the resources required for project execution.

**Answer:** B

#### NEW QUESTION 110

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. Asked the project sponsor for approval to purchase the newest collaboration tool on the market.
- 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. Delegated the responsibility of selecting the collaboration tools to the project's technical lead.

**Answer: B**

#### NEW QUESTION 111

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 112

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 113

A building management system (BMS) project is in its commissioning phase and handover to the operations team will commence soon. However, the project manager noted that both the project and operation teams are not able to properly operate the BMS. As a result, there is an increased risk of the project schedule being delayed. What should the project manager have done to avoid this situation?

- A. Allocated a dedicated handover team at early stages of the project
- B. Allocated proper resources for training on BMS in the project plan
- C. Made some adjustments to BMS to be more suitable for the teams
- D. Brought both teams together in a joint meeting to resolve the issue

**Answer: B**

#### NEW QUESTION 118

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 121

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

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

**Answer: C**

#### NEW QUESTION 125

A project is about to start with a global project team. Travel is not a viable option for project team members, so most will participate virtually.

What should the project manager do to engage the team?

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

**Answer:** D

#### NEW QUESTION 130

A few developers have identified a list of impediments at the daily standup and are asking for the project lead's assistance in prioritizing them. There are a few complex backlog items, and a new junior tester has identified a few compliance defects. The product owner and a couple of developers will be leaving the project team, and the contract with the test and production support partner will not be renewed.

Which issue should the project lead focus on first?

- A. Developing a new contract for production support.
- B. Finding a new product owner to prioritize the product backlog.
- C. Regulatory compliance issues discussed in the meeting.
- D. Recruiting, onboarding, and training new developers.

**Answer:** B

#### NEW QUESTION 135

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

What should the project manager do?

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

**Answer:** C

#### NEW QUESTION 140

A town wants to build a community center and has appointed a project manager. A site was found, and all of the necessary approvals and governance were completed. When the project kick-off was held, it was discovered that a local farmers' group was not consulted, and they use the site for a monthly market.

What should the project manager do to move forward with the project?

- A. Continue building the center as the farmers' group does not need to be consulted.
- B. Document a risk related to the impact that the farmers' group could bring to the project.
- C. Request that the project sponsor discuss compensation with the farmers' group for the lost business.
- D. Discuss the project objectives with all stakeholders, including the farmers' group, and review their requirement
- E. :

**Answer:** D

#### NEW QUESTION 145

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

What should the project manager do?

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

**Answer:** B

#### NEW QUESTION 147

An agile project manager notices that one of the team members is developing extensive knowledge in a specific matter. Other team members are likely to require this knowledge in the future.

What should the agile project manager do?

- A. Ask the team member to develop more expertise and become a subject matter expert (SME).
- B. Ask the team member to provide a training session for the rest of the team.
- C. Ask the team member to produce a lessons learned document and share it with the team.
- D. Ask the team member to record highlights the team may want to know.

**Answer:** C

#### NEW QUESTION 148

A project manager is leading a hybrid project that is building an app for a travel industry startup. Due to unforeseen events, the features and the overall solution will not be useable by many customers due to new travel restrictions.

What should the project manager do first?

- A. Release the team and help them achieve their potential on a new project.

- B. Ask the organization's management for advice regarding the project's direction.
- C. Assess the environmental changes and recommend a pivot for the project.
- D. Pause the project if business value cannot be reached and collect lessons learned.

**Answer: B**

#### NEW QUESTION 152

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

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

**Answer: B**

#### NEW QUESTION 154

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

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

**Answer: D**

#### NEW QUESTION 156

A highly critical project is in jeopardy due to missing professional resources. What should the newly assigned project manager do first?

- A. Find available professionals within the organization to fill the gaps.
- B. Allocate funding for seeking external professionals to fill the gaps.
- C. Determine the possibility for team members to split up the required tasks.
- D. Request additional budget for team training for the missing expertise.

**Answer: A**

#### NEW QUESTION 160

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

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

**Answer: D**

#### NEW QUESTION 165

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

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

**Answer: D**

#### NEW QUESTION 166

A project manager is leading a hybrid project funded by a time and materials (T&M) agreement. The project was completed, and the client accepted the delivery of the product. One week later, the client asked the project manager to fix two defects they found in the product. The project manager responded with an estimate of time and money and asked the client to confirm this. The client disagreed and insisted that the work should be done for free because it is a defect in the product. What should the project manager have done to prevent this?

- A. Trained client engineers to support the product after its delivery.
- B. Reviewed the project quality control plan with the client.
- C. Suggested a fixed-cost basis and included free bug fixes for 1 month.
- D. Planned how the delivered product will be supported after its delivery.

**Answer: D**

#### NEW QUESTION 169



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

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

**Answer: B**

#### NEW QUESTION 171

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

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

**Answer: B**

#### NEW QUESTION 175

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

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

**Answer: D**

#### NEW QUESTION 178

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

**Answer: C**

#### NEW QUESTION 179

A project manager has been approached by the project sponsor about adding to the project scope. How should the project manager accommodate this request?

- A. Update the project team about the change request.
- B. Disregard the request since the project scope is finalized.
- C. Adjust the project schedule to accommodate the new project scope requests.
- D. Create a change request for the change control board (CCB) to review.

**Answer: D**

#### NEW QUESTION 180

A project manager is assigned to a multiyear project. During project execution, the customer delegates a new representative who contacts the project manager directly with a concern about their participation in status meetings. The representative wants to contact team members directly. What should the project manager do next?

- A. Send the new representative the approved project management and communications management plans.
- B. Reach out to the customer directly for assistance in incorporating the new representative into the project management plan.
- C. Meet with the project sponsor to discuss how to incorporate the new representative in the project.
- D. Meet with the new representative to determine their understanding of the project and address their concerns.

**Answer: D**

#### NEW QUESTION 182

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

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

**Answer: A**



#### NEW QUESTION 185

A project manager is part of an organization that is assessing the use of agile delivery approaches. A new project management office (PMO) manager who had a bad experience with a Scrum approach recommended that the project board replace Scrum with a predictive approach. What should the project manager do?

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

**Answer:** A

#### NEW QUESTION 186

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 189

A project manager is working on a complex project with a high degree of change. What strategy should the project manager use to ensure a successful project completion?

- A. Update the project management plan to reduce the possibility of scope creep.
- B. Schedule a regular risk review with the project management team.
- C. Increase the active engagement and participation of key stakeholders.
- D. Create a project change roadmap to keep track of all unforeseen changes.

**Answer:** C

#### NEW QUESTION 190

A company's key product is evolving and requires the use of a new technology. No one on the team is familiar with this technology; however, experienced developers on the team volunteered to study the concepts and application and believe they will be able to take full responsibility for the new technology. What should the project manager do?

- A. Descope this requirement as the developers have more important tasks.
- B. Support the developers with their intention to learn the new technology.
- C. Hire externally since the internal developers already have assigned work.
- D. Outsource the technology work to a third party so as not to delay work.

**Answer:** B

#### NEW QUESTION 194

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

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

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

**Answer:** B

#### NEW QUESTION 197

A project charter has been approved and the project manager has been assigned to the project. The project manager is currently working with the project team to subdivide the project work packages.

What is the project manager doing?

- A. Network diagram
- B. Decomposition
- C. Work breakdown structure (WBS)
- D. Resource leveling

**Answer:** B

#### NEW QUESTION 199

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

- A. Estimate the backlog items to forecast quality.

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

**Answer: C**

#### NEW QUESTION 203

A laboratory is launching a new product, defined to be executed in eight iterations with a fixed release date. At the beginning of the second iteration, the project manager realizes that a significant regulatory feature is missing in the project backlog. What should the project manager do?

- A. Ask the product owner to add the missing feature in the backlog.
- B. Invite stakeholders to discuss the impact of adding the regulatory feature.
- C. Estimate the related cost and ask for a project extension.
- D. Increase the capacity of the team to include the missed feature.

**Answer: B**

#### NEW QUESTION 204

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 206

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 211

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

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

**Answer: B**

#### NEW QUESTION 214

A project manager is leading a product feature rollout that will gain more subscribers for a video-streaming application. During the backlog grooming phase, the business stakeholders were unable to understand the feature integration with the product and raised concerns. What can the project manager do to demonstrate the feature integration?

- A. Involve business stakeholders in the iteration retrospective.
- B. Include the business stakeholders in the iteration review.
- C. Review the backlog in detail with the business stakeholders.
- D. Create a task for the iteration review and add it to the backlog.

**Answer: B**

#### NEW QUESTION 216

A team has had issues with behavior on an ongoing project, which is causing conflicts. As a result, the team is losing momentum and falling behind in its sprints. How should the project manager handle this situation?

- A. Engage a counselor to reconcile the situation between the team members affected.
- B. Control backlog assignments and reduce direct communications between team members.
- C. Revisit the ground rules and team communication protocols, and discuss what is happening.
- D. Require team members experiencing the conflicts to take a day off from work.

**Answer: C**

#### NEW QUESTION 218

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

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

**Answer:** C

#### NEW QUESTION 219

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 224

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 228

A project manager is assigned to a project where a vendor has been engaged to build a new system. One week before user acceptance testing (UAT) is scheduled, the vendor informs the project manager that they can only deliver half of the promised functions by the UAT start date. What should the project manager do next?

- A. Wait until the vendor cannot deliver and then invoke liquidated damages based on the contract.
- B. Escalate to management and prepare for project closure by canceling the contract with this vendor.
- C. Adjust the project schedule to accommodate the current development progress of the vendor.
- D. Communicate with the vendor and project team and explore possibilities for resolving the issue.

**Answer:** D

#### NEW QUESTION 232

A self-organizing team for a critical project is consistently delivering value according to their commitments. During a retrospective, the project manager observed that most of the team members were stressed due to over commitments. What should the project manager do?

- A. Help the team members by organizing regular stress-relieving and team-building sessions.
- B. Request additional resources to continue delivering value while reducing team stress.
- C. Support the team during the planning phase to only commit to what they are able to deliver.
- D. Ask individual team members to plan staggered leave to avoid becoming stressed.

**Answer:** A

#### NEW QUESTION 233

An organization is transitioning to agile delivery, and a new team has been assembled. A project is not going well because the variation of the team velocity is very high and every sprint delivers less than committed. A new project lead with a strong technical background has been assigned to the project. What should the project lead do?

- A. Ask that estimations be provided only by senior developers.
- B. Allocate more time for estimation in the sprint planning.
- C. Review and update the estimations in the daily standup.
- D. Recommend a different estimation method in the retrospective.

**Answer:** B

#### NEW QUESTION 235

After signing an agreement with a vendor, the project manager notices that the vendor is continuously asking for changes on the procurement statement of work (SOW). These changes would improve the project outcome. What should the project manager do next?

- A. Conduct an audit on the procurement process and inform the vendor about the audit's observations.
- B. Assess the situation as an opportunity for improvement and perform a risk analysis.
- C. Consult the list of selected vendors for the bid and evaluate a possible change of vendor.
- D. Revise the procurement control process to avoid undesired changes that might affect the schedule.

**Answer: B**

#### NEW QUESTION 238

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

What should the project manager do now?

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

**Answer: D**

#### NEW QUESTION 242

A project manager is assigned to a building construction project. The project manager has taken an agile course and wants to use agile practices in the project. What should the project manager do?

- A. Hire a consultant to provide a second opinion about whether agile can be applied to a construction project.
- B. Choose the agile practices that can be implemented in this type of construction project and apply them.
- C. Review the stages of the project to allocate additional budget for agile resources.
- D. Assign a scrum master to the project to implement agile practices in the project.

**Answer: B**

#### NEW QUESTION 244

A new major road project is starting, and the contractor has contractually committed to submitting regular status reports and participating in integration meetings. Halfway through the project life cycle, the contractor stops participating in meetings and submitting reports, stating these items consume too much time. What should the project manager do first?

- A. Assess the risk of the contractor not attending meetings and submitting reports for the rest of the project and escalate it to the project sponsor.
- B. Submit a claim for not fulfilling the contract terms and handle the claim in accordance with the alternative dispute resolution.
- C. Remind the contractor that they committed to attending meetings and submitting reports per the contract.
- D. Speak with the company's lawyer and request that they demand the contractor fulfill their contractual commitments.

**Answer: C**

#### NEW QUESTION 246

An enthusiastic, newly hired vice-president has been assigned as the product owner for a digital transformation project. The project manager advises the product owner that some of the functional requirements are not aligned with the chief information technology officer's (CTO) strategy. The product owner tells the project manager that the CTO is not part of the project and should not be engaged at this moment. What should the project manager do?

- A. Advise the CTO about the possible impacts caused by the project.
- B. Influence the product owner to review the engagement needed from other stakeholders.
- C. Continue building the backlog since they are functional requirements.
- D. Review the organizational process assets (OPAs) for historical information from similar projects.

**Answer: B**

#### NEW QUESTION 248

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

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

**Answer: C**

#### NEW QUESTION 252

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





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

Answer: B

#### NEW QUESTION 253

An agile team has sized all of the features for the release. Using the table above, how many sprints will it take to complete this release if the team is expecting to have a velocity of 10 story points per sprint?

Feature 1	Feature 2	Feature 3	Feature 4	Feature 5	Feature 6
10 story points	5 story points	5 story points	10 story points	10 story points	5 story points

- A. 1
- B. 95
- C. 6
- D. 4

Answer: B

#### NEW QUESTION 257

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 259

A project manager is working on a financial system implementation project for a government company. One of the key stakeholders, who uses predictive approaches, does not like virtual tools such as chats, task trackers, and so forth. They prefer email, telephone calls, and face-to-face meetings. How should the project manager approach this situation?

- A. Use regular screen-sharing sessions to show the progress to the stakeholder.
- B. Align and agree with the stakeholder on the communication approach.
- C. Ask the manager to use virtual communication tools and online dashboards.
- D. Create a digital dashboard to meet the manager's information needs.

Answer: B

#### NEW QUESTION 262

A project manager is reviewing a draft of the project charter with key stakeholders. During the meeting, a conflict occurs between the sponsor and the product owner. How should the project manager deal with the situation?

- A. Postpone the meeting and invite a subject matter expert (SME) to join the next meeting.
- B. Continue the meeting and ask the project sponsor and product owner to take their discussion offline.
- C. Postpone the meeting and ask the project sponsor and product owner to take their discussion offline.
- D. Continue the meeting and use facilitation techniques to improve communication within the team.



**Answer:** D

**NEW QUESTION 264**

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

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

**Answer:** C

**NEW QUESTION 267**

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 272**

A team needs to implement a mandatory compliance regulation in a product, which is required for its release. While nearing the product release, when completeness was being verified, it was found that the compliance part was not implemented in the project. What should the project manager do next?

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

**Answer:** B

**NEW QUESTION 273**

A company is starting a critical project with a strict deadline. During the first planning meeting, the team realizes that the list of requirements has too many items to allow on-time delivery. What should the project manager do first?

- A. Update the risk register and present a contingency plan to meet the deadline.
- B. Suggest to the customer to reduce the backlog to meet the date.
- C. Increase the capacity of the team to finish the project on time.
- D. Ask the team to propose a minimum viable product (MVP) to meet the date.

**Answer:** D

**NEW QUESTION 278**

A team working on a close deployment waits to receive critical information from the customer. The customer keeps postponing sending the information which is delaying the deployment. What should the project manager have done to prevent the delay?

- A. Obtained all critical information ahead of time
- B. Involved upper management in the process
- C. Involved the customer in the deployment process
- D. Used the sample data already in place

**Answer:** A

**NEW QUESTION 283**

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 288**

When a project is in its final stage, the project manager will request from the team to prepare a delivery acceptance document. What is the importance of this document to the project manager?

- A. Needed to close the work breakdown structure (WBS).

- B. Needed to share it with the stakeholders.
- C. Needed to close out the project or a phase.
- D. Needed to release the team at the end of the project.

**Answer:** C

#### NEW QUESTION 292

A state-of-the-art product was delivered at the end of a project life cycle. However, the customer claims the product was not designed to specifications. What should the project manager have done to avoid this issue?

- A. The customer's requirements should have been captured in order to meet the customer's standards.
- B. The iteration review planning meeting should have been planned accordingly.
- C. The sprint retrospective meeting should have included necessary stakeholders.
- D. The customer's requirements should have been captured and modified to meet the supplier's standards.

**Answer:** A

#### NEW QUESTION 293

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 297

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

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

**Answer:** B

#### NEW QUESTION 302

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

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

**Answer:** B

#### NEW QUESTION 304

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 308

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

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

**Answer:** C

#### NEW QUESTION 311

In the initiating phase of a project, the project manager and team members are prioritizing the product backlog along with the product owner. What should the project manager do next?

- A. Produce a value-added product for the customer as continuously as possible.
- B. Produce a value-added product for the customer in the beginning of the project.
- C. Produce a value-added product along with the supporting documentation.
- D. Produce a value-added product for the customer in each phase of the project.

**Answer:** A

#### NEW QUESTION 315

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 316

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 320

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 322

An organization embarking on a significant transformation initiated a project to improve and document business processes. One of the objectives of the project is to implement agile project delivery.

What is the main reason for adopting agile?

- A. Projects will be completed faster, saving time and money.
- B. Projects will deliver early and use value based on priority.
- C. Projects will be delivered with very low risk to the organization.
- D. Projects will be delivered with significant cost savings.

**Answer:** B

#### NEW QUESTION 325

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 326

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

- A. Escalate the situation to the project sponsor.
- B. Free the resource to handle the operations priority.
- C. Ask the manager to submit a change request.

D. Design a negotiation strategy for this situation.

**Answer: D**

#### NEW QUESTION 327

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 331

A project manager is leading a project to develop accounting software for a trading firm. As the outcomes are being delivered, a new risk is identified regarding an indirect tax regulation that is being changed by the government in the next 6 months.

This risk will have a significant impact on the project outcomes.

What should the project manager do next?

- A. Determine the impact of the risk and prioritize outcomes that do not affect the tax module.
- B. Delay developing the indirect tax module until the tax regulation comes into effect.
- C. Assess the impact of the risk with an expert and prioritize further outcomes with the client.
- D. Analyze the impact of the risk and discuss with the team to determine how to separate the tax module.

**Answer: C**

#### NEW QUESTION 334

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

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

**Answer: C**

#### NEW QUESTION 338

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

What should the project manager do next?

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

**Answer: C**

#### NEW QUESTION 342

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 343

A project manager has been assigned to lead a software project to generate savings at an important financial institution. Initially, the duration of the project was 13 months, but due to various issues during execution, the project was extended to 16 months. By month 11, the expected savings were exceeded but not all of the functionalities planned for that date were fulfilled.

How should the project manager inform the stakeholders of the project's progress?

- A. Report that the project has not fulfilled all the expected functionalities.
- B. Complete the outstanding functionalities before informing the sponsor of the project progress.
- C. Communicate the benefit expectations and the action plan for the pending functionalities.
- D. Send an email with the monthly project progress to all relevant stakeholders.

**Answer: C**



#### NEW QUESTION 346

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

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

**Answer:** A

#### NEW QUESTION 347

A new project manager was assigned to a project during implementation. The project manager realized that new tax policies are creating a risk for a cost overrun by 25%. The project manager updated the risk register and kept the project running as normal. The CEO has announced that the project could be cancelled since the acceptable cost overrun is only 20%. The project manager was quite surprised as this was new information. What should the project manager have done to avoid this?

- A. Implemented the communications management plan properly.
- B. Ensured the risk tolerance of the company was properly updated.
- C. Provided a proper risk response.
- D. Implemented the stakeholder engagement plan correctly.

**Answer:** A

#### NEW QUESTION 351

An internal virtual team is meeting daily to review iteration progress, as well as to conduct other technical and followup calls with key stakeholders. The team seems to be disengaged. How should the project manager approach this situation?

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

**Answer:** D

#### NEW QUESTION 354

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

**Answer:** B

#### NEW QUESTION 357

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

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

**Answer:** A

#### NEW QUESTION 359

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

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

**Answer:** D

#### NEW QUESTION 360

A project to build a new energy plant was just completed. However, a few days before operation of the plant, the local community protested and closed access to the plant. They argue that an important natural reserve was impacted and prior consultation was not done by the project team. What should the project manager verify first?

- A. Stakeholder engagement plan



- B. Risk management plan
- C. Business case
- D. Cost-benefit analysis

**Answer: B**

#### NEW QUESTION 362

A project manager works in a matrix organization and is managing an internal software development project that is intended to reduce conflicts in the company's internal tracking system. During development, the project manager is informed that the software has to account for an unexpected change to government accounting requirements. The development team was able to make the change with no additional cost; however, the project manager notices that the testing costs are beginning to exceed the testing budget.

What should the project manager do?

- A. Update the basis of estimates and the cost management plan to track the additional funding required for testing.
- B. Ask the project sponsor to allocate funds from the contingency reserve to fund the additional testing.
- C. Submit a change request to the cost baseline through the governance process to fund the additional testing.
- D. Conduct a cost-benefit analysis to determine if the funds can be reallocated from the development team.

**Answer: C**

#### NEW QUESTION 366

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

What should the project manager do?

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

**Answer: B**

#### NEW QUESTION 367

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

What should the project manager do to improve the situation?

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

**Answer: D**

#### NEW QUESTION 369

While a project manager is trying to build the first baseline for a project, a change request is being sent from one of the functional managers. What should the project manager do?

- A. Discuss this with the functional manager and related parties.
- B. Reject the functional manager's change request immediately.
- C. Analyze the impact of the change request on the project.
- D. Apply for a formal change control board (CCB) approval.

**Answer: C**

#### NEW QUESTION 372

A project is implementing an agile strategy, and a minimum viable product (MVP) was agreed upon. After the first iteration review, the customer explained that the first deliverable is not of great value.

What should the project manager have done differently?

- A. Invited the customer to the daily meetings
- B. Helped the team redefine the MVP
- C. Changed the duration of iterations to deliver more value
- D. Validated the iteration goals with the customer

**Answer: D**

#### NEW QUESTION 377

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 378**

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 383**

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

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

**Answer:** D

**NEW QUESTION 387**

A project manager is managing a large project. During a review meeting, the project manager discovers that one of the team members who use to be a high performer was not able to complete their work on time.  
What should the project manager do?

- A. Talk to the team member to determine why their performance changed.
- B. Talk to the team member and a human resources (HR) representative.
- C. Talk to the team member's manager to provide more training.
- D. Talk to the project lead and ask them to allocate less demanding tasks.

**Answer:** A

**NEW QUESTION 388**

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