

# Exam Questions PMP

Project Management Professional

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#### NEW QUESTION 1

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

What should the project manager do?

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

**Answer:** A

#### NEW QUESTION 2

A project 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 3

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 4

A construction company is executing a building contract that includes firm milestones for replacing certain components of the building. During execution, the client complains that the new components do not meet the requirements.

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

- A. Defined acceptance criteria in a quality checklist agreed upon before starting the build phase
- B. Approved a detailed change management process before starting the build phase
- C. Provided compensation for issues due to the variance in the agreed-upon requirements
- D. Continuously communicated the changes in the work plan and the agreement to the client

**Answer:** A

#### NEW QUESTION 5

During a project, the project manager finds an opportunity to reduce the project cost by completing a deliverable ahead of schedule with a minimal impact on project resources. However, the client has only been focused on the next milestone. How should the project manager approach this situation?

- A. Apply additional resources to realize the early deliverable and ensure the next milestone is achieved.
- B. Focus on the deliverable of the next project milestone as per the client's strict instructions.
- C. Review the change management plan to discuss early benefits realization with the client.
- D. Evaluate whether the client's request will add extra features to the project deliverable.

**Answer:** C

#### NEW QUESTION 6

A project manager for a software development company faces a number of financial risks in their project. The project manager needs to frequently check the strength and efficiency of the risk management process.

What should the project manager use to accomplish this?

- A. Stakeholder register
- B. Brainstorming session
- C. Audit meeting
- D. Assumption log

**Answer:** C

#### NEW QUESTION 7

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

What should have been done differently to avoid this scenario?

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

**Answer:** A

#### NEW QUESTION 8

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 9

A project manager is preparing to start a new project in which the team members are distributed geographically across different countries. The project manager is using the communications management plan to engage the team members and find a communication method that suits everyone. How should the project manager continually evaluate the effectiveness of the virtual team's engagement?

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

**Answer:** A

#### NEW QUESTION 10

A 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 10

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

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

**Answer:** B

#### NEW QUESTION 15

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 17

During a regular project progress meeting, the CEO informed the project manager that a major stakeholder has been unaware of recent developments on the project. The project manager is sure that the stakeholder was duly identified and classified in the stakeholder register. Which project document should the project manager review in order to determine the reason for this issue?

- A. Requirements traceability matrix
- B. Stakeholder register
- C. Stakeholder engagement assessment matrix
- D. Issue log

Answer: C

#### NEW QUESTION 21

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

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

Answer: B

#### NEW QUESTION 22

A project 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 27

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 32

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

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

Answer: A

#### NEW QUESTION 37

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 39

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

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

Answer: A

#### NEW QUESTION 43

A project manager is working on an enterprise resource planning (ERP) initiative that contains stakeholders spanning numerous business lines. The project manager begins to identify, evaluate, and categorize the stakeholder relationships to the program. What is the purpose of this process?

- A. Identify all stakeholders who can negatively affect the project.
- B. Incorporate the needs of all stakeholders into the communications management plan.

- C. Incorporate only primary stakeholders into the communications management plan.
- D. Identify all stakeholders who can positively affect the project.

**Answer:** B

#### NEW QUESTION 48

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 52

A multiyear resource constraint project is midway through the execution phase. During a progress update meeting, it has been determined that there might be a schedule delay to deliver the project. The project manager has observed that all of the team members are working hard and lots of deliverables have already been completed. What should the project manager do immediately about this situation?

- A. Ask the project planner to identify the critical path and respective delayed activities, and then investigate the reasons for the delay.
- B. Prepare a monthly report by highlighting the completed deliverables and communicate the delay to management.
- C. Register the schedule risk and present the new resources requirement to the change management board for schedule recovery.
- D. Ask the scheduler to update the schedule with the percent of work in progress (WIP) and communicate the results to the team.

**Answer:** A

#### NEW QUESTION 55

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

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

**Answer:** C

#### NEW QUESTION 56

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

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

**Answer:** D

#### NEW QUESTION 59

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

Which action should the project manager take?

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

**Answer:** A

#### NEW QUESTION 63

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 68

An external project manager is managing the construction of new corporate offices for a large company. The project management plan states that it is necessary to contract a highly trained external resource to revise and validate an important project component. The client has rejected hiring the external resource because of the high cost, even though it is within the project budget. What should the project manager do to resolve this issue?

- A. Evaluate the consequences and meet with the client to explain the possible scenarios.
- B. Hire the resource in order to achieve the project objectives.
- C. Try to accomplish the task internally by leveling resources from other projects.
- D. Ask the client for a meeting and explain that the task will not be performed.

**Answer:** A

#### NEW QUESTION 71

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 76

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 79

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

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

**Answer:** C

#### NEW QUESTION 82

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

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

**Answer:** A

#### NEW QUESTION 84

A project manager is well informed on the industry standards of the organization and believes that they are not reflected in the project deliverables. What should the project manager review next?

- A. Quality process
- B. Quality management plan
- C. Organizational process assets (OPAs)
- D. Project charter

**Answer:** C

#### NEW QUESTION 86

A project manager decided to use a highly adaptive approach to manage a large-scale project. In this project, there are many iterative tasks that utilize highly specialized experts. The project manager would like to create practical plans with high levels of buy-in from the team members. What should the project manager do next?

- A. Assign critical tasks to the most experienced team members.
- B. Review the budget with the team for the needed resources.
- C. Review lessons learned from similar projects with the team.
- D. Explain the higher-level objectives to be assigned to the team.

**Answer: C**

#### NEW QUESTION 87

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

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

**Answer: B**

#### NEW QUESTION 89

An agile project for a database migration impacts nearly all business units of the corporation. Every effort has been made to complete the migration before the end-of-support date for the database platform. A new impediment now implies the need to continue use of the old platform another year at a higher support price. What should the product owner do about this situation?

- A. Reprioritize the backlog based on value and cost of delay divided by duration.
- B. Switch to a predictive approach to prevent any further delays to completion.
- C. Reprioritize the backlog based on story size and competence availability.
- D. Remove low-value items from the backlog to compensate for the higher cost.

**Answer: D**

#### NEW QUESTION 94

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 97

During the execution phase of a project, a new department has been created in the company. The manager of this department has requested to be involved in the regular project communications and reporting cycles. What should the project manager do?

- A. Ask the project team members to include the manager in all of their communications regarding this project.
- B. Inform the manager that only stakeholders identified in the communications management plan should be involved.
- C. Perform a stakeholder analysis and update the communications management plan to reflect the new situation.
- D. Suggest the manager contact the steering committee and project management office (PMO) to be included.

**Answer: C**

#### NEW QUESTION 100

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

Which approach should the project manager use in this situation?

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

**Answer: A**

#### NEW QUESTION 103

A project manager is planning a project with multiple work packages. Each work package has its own defined scope, but funding will be at the project level. How should the project manager determine if the allocated resource budget is sufficient to cover the resource costs of the project?

- A. Divide the allocated budget by the number of work packages and verify that each work package can be completed within the allocated budget.
- B. Estimate the costs at the work package level and add those costs to calculate the total cost of the project and compare it to the allocated budget.
- C. Create a budget burndown and a scope burnup and then verify that the project scope is completed before the allocated budget is depleted.
- D. Fund each work package in the order of its importance and shift any remaining scope from nonfunded work packages to funded work packages.

**Answer: B**

#### NEW QUESTION 106

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

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

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

**Answer: C**

#### NEW QUESTION 107

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 108

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 109

A customer's technical lead discussed a new feature with the project manager. The project manager believes the new feature will boost performance significantly and adds it as a high-priority item in the sprint backlog. At the end of the sprint, all of the planned stories were not completed because the new feature took more time.

What should the project manager do next?

- A. Receive an agreement from the product owner and add the new story to the product backlog.
- B. Agree with the project team to modify and delete some of the stories in the current sprint backlog.
- C. Obtain approval from the project team and add the new story to the product backlog.
- D. Negotiate with the scrum master before adding the new story to the sprint backlog.

**Answer: A**

#### NEW QUESTION 113

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 117

A project team is planning the next sprint review. The project lead receives an email from a senior manager asking for a project status using a template that is more detailed than the one used for monthly reports sent to the project management office (PMO). The team uses an electronic product backlog and a kanban board to track the progress.

What should the project manager do next?

- A. Modify the PMO template to include the information.
- B. Contact the senior manager and discuss their needs.
- C. Give the senior manager access to the product backlog.
- D. Organize a review of the kanban board with the manager.

**Answer: B**

#### NEW QUESTION 118

A project manager is managing a project that requires specialized architecture services. This project was identified as a high risk for the organization. The project

manager works with an external architect who is highly specialized. However, the architect will soon resign because they accepted an offer from another firm. What should the project manager do next?

- A. Discuss this with the project team, assess the impact, and decide on the appropriate actions to follow.
- B. Ask the architect for the contact details for their new employer and call their account manager.
- C. Call the account manager and ask them to retain the expert by offering them an incentive.
- D. Escalate the issue to the procurement department and ask them to discuss this with the vendor firm.

**Answer:** A

#### NEW QUESTION 123

A new law was published about zoning permits for telecom towers. This may cause cost and schedule overruns for the new network rollout. What should the project manager do?

- A. Assess and prioritize the impact of the new law on the project plan.
- B. Update the project plan because the law is an obligation for the project.
- C. Minimize the scope to catch the cost and schedule baseline.
- D. Meet the sponsor to ask for additional time and budget increase.

**Answer:** A

#### NEW QUESTION 128

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 130

A company is transitioning projects from a predictive to an agile approach. The CFO is concerned that one of the agile projects has an important feature for the financial department that is being delayed for a later iteration. What should the project manager do to clarify the situation?

- A. Create an executive board to review the product backlog and replan the next iterations.
- B. Clarify with the CFO that the prioritization process is based on business value.
- C. Request support from the CEO on how to deal with the situation.
- D. Increase the size of the team in order to match any prior expectations of the CFO.

**Answer:** B

#### NEW QUESTION 134

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 137

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

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

**Answer:** B

#### NEW QUESTION 142

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

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

**Answer:** B

#### NEW QUESTION 144

A 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 146

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 147

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

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

**Answer: B**

#### NEW QUESTION 152

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

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

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

**Answer: C**

#### NEW QUESTION 156

A team member who is working on a critical project deliverable reported that their computer is not working. The IT department says that due to a high workload, they will not be able to provide assistance for 1 week. How should the project manager address this situation?

- A. Ask the team member to find an innovative solution or workaround to overcome the issue and avoid project delays.
- B. Schedule a meeting with the project sponsor to request a budget to buy or rent a new computer.
- C. Explore options with the IT department to expedite the necessary repairs based on criticality of the project.
- D. Use project reserves to buy new equipment to avoid an impact to the critical path of the project.

**Answer: C**

#### NEW QUESTION 157

A project team is working on the design of a solution for a complex project. Due to a lack of clarity of the customer's requirements, daily meetings were agreed upon between the team and the customer. There are a few external contractors in the project who do not agree with this idea as they feel it is a waste of time. What should the project manager do?

- A. Welcome and involve the contractors as part of the project team.
- B. Ask the contractors to meet with the customer independently.
- C. Ask the customer to develop a document with the requirements.
- D. Warn and penalize the contractors who do not attend the meeting.

**Answer: A**

#### NEW QUESTION 161

A project manager is using an agile approach. During the sprint planning meeting, the product owner flagged a backlog item as high business value and easy to implement. However, the other team members identified a high dependency between this item and another item that is flagged as low business value and high complexity.

What should the project manager do to support the backlog prioritization?

- A. Prioritize the item flagged as high business value and low complexity for this sprint.
- B. Support the team to move both items to the next sprint when the team will know more.
- C. Facilitate the discussion until the team reaches an agreement about the two items.
- D. Prioritize the item flagged as a dependency with low business value and high complexity.

**Answer:** C

#### NEW QUESTION 162

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

- A. Explain to the team that open discussions are needed but remind the team to follow the ground rules.
- B. Ask this member to only discuss the current topic to achieve team efficiency.
- C. Ask the team to accept the input from this particular member as their input may be useful.
- D. Allow the self-organized team to discuss the situation among themselves and come to a resolution.

**Answer:** A

#### NEW QUESTION 163

Several components of an expensive manufacturing project have been returned by the customer. The customer is complaining that the quality of the components is poor and is concerned that, as a result, their products will be returned due to quality issues. The project manager is certain that quality has been maintained. How should the project manager communicate with the customer to help assure them that the project has produced quality products?

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

**Answer:** D

#### NEW QUESTION 166

During initiation of a new product improvement project, a project manager finds historical data showing that a similar project resulted in customers complaining of an even worse user experience compared to the previous product version. How can the project manager prevent this outcome in the new project?

- A. Hire a consultant to perform a benefit analysis as an input to the project charter.
- B. Define a user focus group as external stakeholders with a high influence on outcomes.
- C. Define a high-level risk and plan mitigation after completing the work breakdown structure (WBS).
- D. Hire a team of external users to perform acceptance testing on the product.

**Answer:** B

#### NEW QUESTION 171

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

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

**Answer:** DE

#### NEW QUESTION 175

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

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

**Answer:** B

#### NEW QUESTION 176

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 179

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 181

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

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

**Answer:** C

#### NEW QUESTION 186

A large matrix organization is adopting a new communications approach. This is necessary because their projects often require the resourcing of expert knowledge in the form of specialists from various departments and divisions. What should the project manager do to set up effective communications?

- A. Plan on transmitting the information in an easily understandable manner.
- B. Focus on the recipients' needs and not the information itself.
- C. Use the highest possible technical language and avoid using metaphors.
- D. Ensure that messages sent to the recipients are delivered.

**Answer:** B

#### NEW QUESTION 191

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

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

**Answer:** D

#### NEW QUESTION 196

A project manager was informed by their supplier that there will be an upcoming raw material shortage due to a regulatory change. What should the project manager do?

- A. Tell the supplier that they have an obligation to supply the raw material.
- B. Search for a new supplier that can deliver the same materials on time.
- C. Seek advice from the legal department and implement penalties.
- D. Assess the possible impact of the raw material shortage on the project.

**Answer:** D

#### NEW QUESTION 200

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

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

**Answer:** B

#### NEW QUESTION 205

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

- A. Ask the team member to submit a formal change request.
- B. Accept the suggestion as it has no impact on the project.

- C. Ask another team member to validate the impacts of the suggestion.
- D. Reject the suggestion and ask the team member to focus on executing the plan.

**Answer:** A

#### NEW QUESTION 209

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 213

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 215

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 220

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 224

A project team created user stories after understanding the customer requirements. As the project progresses, the project manager observes that there are too many change requests. The team feels that the outcomes they are working on are not aligned with the customer requirements. What should the project manager do?

- A. Refer to the configuration management knowledge base for similar projects delivered in the past.
- B. Arrange for a workshop with the customer to understand the business values expected from the outcomes.
- C. Include a representative from the customer to work collaboratively with the team.
- D. Acknowledge that the current team needs improvement and hire more qualified team members.

**Answer:** C

#### NEW QUESTION 228

During the closing process, the project manager learns that one deliverable is not meeting customer expectations. How should the project manager proceed?

- A. Contact the project sponsor and ask for help in negotiating the closing of the project with the customer.
- B. Ask the customer to issue a change request with the information to analyze and provide a solution.
- C. Review the deliverable requirements, check the customer approval criteria, and proceed accordingly.
- D. Meet with the customer to reach agreement on the scope of the deliverable that will satisfy both parties.

**Answer:** C

#### NEW QUESTION 233

A large multi-national company works on a project in an emerging-economy country. All business matters are conducted in local currency. During the course of the

project, the budget becomes the primary concern due to currency instability in the country. What should the project manager do next?

- A. Evaluate the situation with the team
- B. Escalate the risk to the project sponsor
- C. Use the project's contingency reserve
- D. Ask for additional budget from the client

**Answer: C**

#### NEW QUESTION 234

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 239

A customer is concerned with the quality of the product delivery, as the production deployment is approaching. What should the project manager do next to ensure acceptance of the deliverables?

- A. Test product integration in accordance with the requirements.
- B. Evaluate the quality checklist for product compliance.
- C. Review the approved exit criteria for the product.
- D. Verify the production budget before advancing the product.

**Answer: B**

#### NEW QUESTION 242

During the execution of a project, an experienced team member informs the project manager that they cannot take part in all of the scheduled project activities due to a conflicting operational schedule. What should the project manager do?

- A. Replace the team member with another available resource on the team.
- B. Discuss the situation with the team member's functional manager to see if the schedule can be adjusted.
- C. Check with the project management office (PMO) on the available resources to complete the activities.
- D. Encourage the team member to prioritize scheduled project activities.

**Answer: B**

#### NEW QUESTION 245

A project manager has been given a critical, 5-day window and is allocated a maximum of US\$100,000 as a contingency reserve. Subsequently, the project manager drafted a course of action based upon the best available information. Overall, five actions were required to be completed at a cost of US\$20,000 and a duration of 1 day each. After 3 days of work, the project manager completed two actions and spent US\$80,000. What should the project manager do next?

- A. As the CPI and SPI are greater than 1.0, reevaluate and prioritize the remaining actions.
- B. Stop the work and raise a project change request to the change control board (CCB) for additional funds and a project schedule extension.
- C. As the cost performance index (CPI) and schedule performance index (SPI) are less than 1.0, reevaluate and prioritize the remaining actions.
- D. Complete all actions and then inform the client of the additional cost and schedule overrun needed to complete the project.

**Answer: C**

#### NEW QUESTION 246

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

What should the project manager do?

- A. Ask the project sponsor to expedite the vendor selection process.
- B. Contact the vendor that supplied similar equipment for a previous project.
- C. Use the existing equipment and replace it later with the new equipment.
- D. Work with the procurement team to find alternative options.

**Answer: D**

#### NEW QUESTION 249

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

What should the project manager do?

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

Answer: C

#### NEW QUESTION 250

A project manager is starting a new project, and the project team is located in different countries. The team was going to use a specific tool to hold virtual meetings.

However, that tool is not available in one team member's country. How should the project manager deal with this situation?

- A. Contact the project sponsor to have the team member removed from the project.
- B. Ask the team member to move to another location where the tool is available.
- C. Start the project and use email to communicate with the team member until the tool is available.
- D. Investigate alternative tools for virtual meetings that are available to all team members.

Answer: D

#### NEW QUESTION 253

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 254

A company has appointed a supplier to deliver software and has assigned an internal project manager. The supplier states that no technical development or testing is required from the customer. The project manager would like to confirm this with all of the stakeholders.

What should the internal project manager do first?

- A. Distribute the project plan to all of the interested parties.
- B. Host an alignment session with stakeholders to formalize the project requirements.
- C. Communicate to the supplier that customer testing is required.
- D. Develop a user acceptance testing plan to ensure the quality of the deliverables.

Answer: B

#### NEW QUESTION 257

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 262

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

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

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

Answer: CDE

#### NEW QUESTION 265

A project manager has been assigned to lead an IT project to store information on sold lottery tickets. During the project execution, a failure in the system caused 10 numbers to be sold two times. This happened during the month of greatest demand because the prize was the highest of the year. The project team is concerned that one of those tickets could be the winner. What should the project manager do first?

- A. Reassure the sponsor by explaining the probability of this risk materializing is extremely low.
- B. Carry out tests to verify that the system does not fail again due to the high occurrence of events.
- C. Review the list of risks to verify that this issue was considered and execute the detailed action plan.
- D. Inform the sponsor about the issue and make a request for sufficient funds to be made available.

Answer: C

**NEW QUESTION 267**

After conducting a performance assessment, the project manager identified that some gaps still exist. What should the project manager ensure?

- A. Assessment results are kept private and not shared among team members.
- B. Performance improvement programs are organized for all team members who were assessed.
- C. All team members rotate their job schedules immediately to make them versatile.
- D. Awards are given to all team members for playing a role in the project and undertaking the assessment.

**Answer: B**

**NEW QUESTION 272**

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

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

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

- A. Mastered
- B. Not Mastered

**Answer: A**

**Explanation:**

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

The diagram shows the correct matching: Product Owner is matched to Business Analysis in Practice, and Scrum Master is matched to Servant Leadership. The Development Team role is not matched to any course.

**NEW QUESTION 277**

A project manager starts to receive emails from different stakeholders requesting information about the project status. What should the project manager do to avoid this in the future?

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

**Answer: B**

**NEW QUESTION 278**

There is frequent conflict between two project team members working on a project. This has caused a negative impact on the project. How should the project manager handle this situation?

- A. Counsel both team members and caution them with a final warning.
- B. Escalate the issue to the human resources (HR) manager before a larger problem develops.
- C. Help cultivate self-awareness between the two team members through emotional intelligence (EI).
- D. Relocate the two project team members into different project teams.

**Answer: C**

**NEW QUESTION 283**

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 285**

A project sponsor commonly asks the project manager to skip project retrospectives due to time constraints. However, the project manager persists in running this critical ceremony by reducing the time for preparation and for discussion.

What are two issues that these actions by the project manager could cause? (Choose two)

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

**Answer: BD**

**NEW QUESTION 287**

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 291**

A project is starting its second iteration out of six. During the daily meeting, a team member asks for help. In order to finish a deliverable, an approval from the design department will be needed. What should the project manager do?

- A. Meet with the design manager to ask for the necessary approval.
- B. Invite a design team member to the next daily meeting.
- C. Update the issue log and escalate it to the project sponsor.
- D. Replace this iteration deliverable for one without any blockers.

**Answer: A**

**NEW QUESTION 294**

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 297

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 298

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

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

**Answer: B**

#### NEW QUESTION 303

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

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

**Answer: D**

#### NEW QUESTION 304

In a financial company, a strategic project has been planned to use a predictive approach. During project planning, the product leader requests that milestones be submitted for review. There is a defined scope and an established deadline to conclude the project. What should the project manager do first to meet the product leader's expectations?

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

**Answer: C**

#### NEW QUESTION 308

A project is starting its sixth iteration out seven. During the daily meeting, a team member explains that a key function will take longer to complete than originally anticipated. What should the project manager do?

- A. Update the issue log and escalate the problem to the project sponsor.
- B. Ask for a project extension to deliver the committed scope.
- C. Review the options and possible solutions with the project team.
- D. Ask for help to increase the team capacity to deliver on time.

**Answer: C**

#### NEW QUESTION 310

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

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

**Answer: C**

#### NEW QUESTION 312

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

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

Answer: B

#### NEW QUESTION 315

A project's customer is furious. When the customer arrived at the project site, they discovered that one of their requirements was not met. What should the project manager do?

- A. Refer to the requirements traceability matrix and analyze the requirement.
- B. Analyze the benefits management plan and implement the needed change.
- C. Consult the scope management plan with the customer to understand the gap.
- D. Discuss and agree with the customer to implement the missing requirement.

Answer: A

#### NEW QUESTION 316

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

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

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

Answer: A

#### NEW QUESTION 317

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 322

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

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

Answer: A

#### NEW QUESTION 326

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 329

In a daily standup meeting, a developer indicates that a backlog item will not be delivered because they need to take an unexpected leave for the next couple of days. The backlog item is a prerequisite for a feature expected by users in the next sprint review.

What should the project lead do?

- A. Ask the developer to postpone the leave until the backlog item is delivered.
- B. Ask the development manager to provide a replacement for a couple of days.
- C. Work with the product owner to change the priorities in the sprint backlog.
- D. Work with the product owner to inform the users that the feature is delayed.

Answer: B

#### NEW QUESTION 331

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 332**

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

| Tool                   | Project Task         |
|------------------------|----------------------|
| Online bulletin boards | Negotiation          |
| Chat rooms             | Routine information  |
| Video conferencing     | Project deliverables |
| Version control system | Team discussion      |

- A. Mastered
- B. Not Mastered

Answer: A

Explanation:

| Tool                   | Project Task           |
|------------------------|------------------------|
| Online bulletin boards | Video conferencing     |
| Chat rooms             | Online bulletin boards |
| Video conferencing     | Version control system |
| Version control system | Chat rooms             |

**NEW QUESTION 336**

A project manager is working with team members and customers who are operating in multiple countries. The team is working on implementing a new technology that includes ambiguities, uncertainties, and unknowns, both in terms of technology and of the end-user expectations for this solution. What should the project manager do to keep the stakeholders engaged?

- A. Use email as a communication channel.
- B. Use feedback and decision-making tools.
- C. Use meetings as a communication channel.
- D. Use a shared collaboration platform.

Answer: D

**NEW QUESTION 340**

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 343

A client wants to create an innovative software for the travel industry using an agile approach. A project manager from the company was assigned to work on the details and estimates as requested by the client.

What should the project manager do before sending the information to the client?

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

**Answer:** D

#### NEW QUESTION 344

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 345

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

What should the project manager do next?

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

**Answer:** C

#### NEW QUESTION 350

An oil and gas project started without having acquired full funding for the project. The remaining funds were to be acquired during project execution. The acquisition of the remaining funds was delayed several months, resulting in a suspension of work by all contractors.

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

- A. Ensured the stakeholder anticipated obstacles to achieving financial closure on the remaining funds.
- B. Ensured the risk was adequately assessed and mitigated by the appropriate stakeholders.
- C. Ensured the stakeholder who was providing additional funds remained interested in the project.
- D. Ensured the project team monitored and reviewed the project risk register periodically.

**Answer:** B

#### NEW QUESTION 355

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

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

**Answer:** B

#### NEW QUESTION 360

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 365**

A large global organization developed a new medical implant that requires compliance with local government regulations. The approval process for one country is lengthy and will impact the intended launch date.

What should the project manager do?

- A. Organize an online distribution channel from another country.
- B. Ask the sponsor to authorize the launch and then wait for approval.
- C. Ask the board to use their influence and speed up the approval.
- D. Work with the team to find ways to bypass the regulations.

Answer: B

**NEW QUESTION 367**

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

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

Answer: C

**NEW QUESTION 371**

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 373**

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