

# Exam Questions PMP

Project Management Professional

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### NEW QUESTION 1

A project manager is working on a project nearing completion using a hybrid approach. During the last daily standup, the team identified a risk of not delivering on time because team members have not initiated any of the tasks assigned to them. The project has a hard deadline to complete the agreed-on deliverables. What should the project manager do in this situation?

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

**Answer: B**

#### Explanation:

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

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

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

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

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

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

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

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

### NEW QUESTION 2

A project to implement a new online landing platform has started. After the first sprint, the project sponsor requested a change. What should the project manager do next?

- A. Escalate the change request to the sponsor.
- B. Inform the stakeholders of the change.
- C. Facilitate the update of the product backlog.
- D. Validate the work completed.

**Answer: C**

#### Explanation:

= According to the PMBOK® Guide, a product backlog is a prioritized list of work for the development team that is derived from the roadmap and its requirements. The most important items are shown at the top of the product backlog so the team knows what to deliver first. The development team pulls work from the product backlog as there is capacity for it, either continually (kanban) or by iteration (scrum). The product backlog is an emergent and dynamic artifact that is updated and refined throughout the project life cycle. Changes in the product backlog can be triggered by various factors, such as stakeholder feedback, new requirements, technical discoveries, or market conditions. When a change request is received, the product owner is responsible for evaluating the value and priority of the change, and deciding whether to accept or reject it. If the change is accepted, the product owner should facilitate the update of the product backlog by adding, modifying, or removing product backlog items as needed. The product owner should also communicate the change and its impact to the development team and other relevant stakeholders. The product owner may use various techniques to update the product backlog, such as user stories, acceptance criteria, story mapping, backlog grooming, or sprint planning. Updating the product backlog helps to ensure that the development team is working on the most valuable and relevant work items, and that the product vision and goals are aligned with the stakeholder expectations and needs. References: PMBOK® Guide, Sixth Edition, pages 181-182, 513-536. Atlassian. Scrum.org. Visual Paradigm. ProductPlan.

### NEW QUESTION 3

A project interfaces with other projects that are in the same portfolio but are being developed in international locations. One of the international projects has suggested a tactical change that needs to be implemented in this project. What should the project manager do next?

- A. Reject the change request since it may negatively impact the project's performance.
- B. Implement the change request as soon as possible to avoid accumulating new scope.
- C. Keep the focus on the priority items while the change goes through the change control process.
- D. Use the team's connections with international colleagues to get early warnings on future changes.

**Answer: C**

#### Explanation:

The change control process is a set of procedures that ensures that any proposed changes to the project scope, schedule, cost, quality, or other aspects are evaluated, approved, and implemented in a controlled and coordinated manner. The project manager should follow this process when receiving a change request from another project, regardless of its origin or urgency. The project manager should also keep the focus on the priority items while the change is being assessed,

as not to disrupt the project progress or performance. The other options are not appropriate, as they either ignore the change request, bypass the change control process, or rely on informal communication channels. References: PMBOK Guide, 7th edition, page 112-113.

#### NEW QUESTION 4

A system migration project is in its closing stage. The project manager is being pressured to close the project. The project manager communicated to all stakeholders; however, the last department to migrate indicated that they have not received the notification. What should the project manager do?

- A. Report the issue during the next status meeting at the end of the week.
- B. Escalate the issue to the project sponsor and upper management.
- C. Close out the project and tell the manager to open a service desk ticket.
- D. Log the issue and assign it to the project team member(s).

**Answer:** D

#### Explanation:

= The project manager should follow the issue management process and log the issue in the issue log. The issue log is a tool for documenting and monitoring the resolution of issues that arise during a project. The project manager should also assign the issue to the appropriate project team member(s) who can resolve it. Closing out the project without ensuring that all stakeholders are satisfied is not a good practice and may lead to customer dissatisfaction, scope creep, or rework. Reporting the issue during the next status meeting or escalating it to the project sponsor and upper management are not the best options, as they may delay the resolution of the issue and increase the risk of project failure. References: (Project Management Professional (PMP) Reference Materials source and documents) ? A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition, Chapter 8: Project Performance, Section 8.2.3: Issue Log ? [PMP Exam Content Outline], Domain II: Process, Task 6: Manage project issues.

#### NEW QUESTION 5

A project manager has just been assigned to a team that is developing a new design product. The work breakdown structure (WBS) has been created and the activities have been assigned to the team members. The project manager finds that there are activities that could be completed sooner by other team members. If the current assignments are left as is, the project could be delayed 2 weeks. What should the project manager do in this situation?

- A. Maintain the task assignments as planned and compress the other tasks to keep the project on schedule.
- B. Ask the team members to work overtime to finish the tasks on time according to the schedule.
- C. Keep the task assignments unchanged since the project management plan has been approved.
- D. Review the work allocation and reassign some tasks to shorten the critical path.

**Answer:** D

#### Explanation:

= This answer is based on the knowledge area of project schedule management, which involves planning, developing, managing, and controlling the project schedule. The project manager should review the work allocation and reassign some tasks to shorten the critical path, which is the longest sequence of activities that determines the project duration. By doing so, the project manager can optimize the use of the project resources, reduce the project completion time, and avoid unnecessary delays. References: (Project Management Professional (PMP) Reference Materials source and documents) ? A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition, Chapter 6: Planning and Managing the Schedule, Section 6.2: Developing the Schedule, page 149. ? The Standard for Project Management, Part 2: Value Delivery System, Section 2.2: Project Planning, page 47.

#### NEW QUESTION 6

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

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

**Answer:** D

#### Explanation:

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

#### NEW QUESTION 7

A company has undertaken a large transformation project in preparation for the changing economy. During the planning of the transformation project, the key resource from human resources (HR) refuses to approve the proposed project plan. What should the project manager do to gain an understanding of the cause for the resource's refusal?

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

**Answer:** B

**Explanation:**

The best way for the project manager to gain an understanding of the cause for the resource's refusal is to speak directly with the resource. This will allow the project manager to listen to the resource's perspective, identify any issues or concerns, and seek a mutually acceptable solution. This approach is consistent with the principles of effective communication, stakeholder engagement, and conflict management in project management. References:  
 ? PMBOK Guide, 6th edition, pages 376-377, 504-505, 518-519.  
 ? PMP Exam Content Outline, June 2019, pages 8-9, 14-15.

**NEW QUESTION 8**

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

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

**Answer: B**

**Explanation:**

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

In this question, the project manager has to demonstrate the benefits of three possible options: building a new branch, renting an existing building, or not expanding at all. To do that, the project manager should use NPV as a decision-making tool. The project manager should calculate the costs for each option in each location, including the initial investment, the operating expenses, and the opportunity costs. The project manager should also estimate the future cash flows for each option, based on the expected revenue, market share, and growth potential. Then, the project manager should apply a discount rate to the future cash flows to obtain their present value. The discount rate reflects the time value of money, the inflation rate, and the risk associated with the project. Finally, the project manager should subtract the present value of the costs from the present value of the benefits to obtain the NPV for each option. The option that has the highest NPV should be recommended as the most beneficial one.

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

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

- ? PMBOK® Guide, 6th edition, pages 333-334, 440-441
- ? Net Present Value Formula PMP®
- ? What Is Net Present Value (NPV) in Project Management?
- ? PMP Exam Prep: Present Value vs Future Value

**NEW QUESTION 9**

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

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

**Answer: D**

**Explanation:**

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

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

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

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

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

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

#### NEW QUESTION 10

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

**Answer:** A

#### Explanation:

According to the Project Management Professional (PMP) Reference Materials, a project manager should delegate certain authorities and share information to allow fair decision-making when leading a global team that they have worked with in the past and have a high level of trust with them. This is because the project manager needs to balance the need for autonomy and control in a global project environment. By delegating certain authorities, the project manager can empower the team members to make decisions that are appropriate for their local context and time zone, and avoid delays or conflicts due to centralized decision-making. By sharing information, the project manager can ensure that the team members have access to the relevant and accurate data and knowledge that they need to make informed decisions, and also foster transparency and collaboration among the team members. Sharing information can also help the project manager to monitor the progress and performance of the team, and provide feedback and guidance when needed. Delegating certain authorities and sharing information can help the project manager to leverage the trust and experience of the team, and enhance the efficiency and effectiveness of the project. References: Project Management Professional (PMP) Exam Content Outline, A Guide to the Project Management Body of Knowledge (PMBOK Guide) - Seventh Edition, Global projects : how to manage them successfully - Project Teams, [Leadership in Project Management: The Ultimate Guide].

#### NEW QUESTION 10

A project team member identified a procurement risk and sent an email to the project sponsor highlighting the risk. The sponsor forwarded the email to the project manager asking for further details. After speaking with the sponsor, the project manager decided to take preventive action.

Which document should the project manager review with their team?

- A. Procurement management plan
- B. Communications management plan
- C. Quality management plan
- D. Risk management plan

**Answer:** D

#### Explanation:

The risk management plan is the document that defines how the project team will identify, analyze, respond to, and monitor risks throughout the project. It also establishes the risk categories, definitions, thresholds, roles and responsibilities, and reporting formats for risk management. The project manager should review the risk management plan with their team to ensure that they are following the agreed-upon processes and procedures for dealing with risks, especially when a new risk is identified or a preventive action is taken. The other options are not relevant to the scenario, as they do not address the procurement risk or the preventive action. References: = A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Sixth Edition, Chapter 11: Project Risk Management, Section 11.1: Plan Risk Management, Page 397-398.

#### NEW QUESTION 12

A project manager has been assigned to a project that involves building 100 wells for a small community that is urgently in need of access to water. What should the project manager do next?

- A. Hire local contractors who are familiar with the environment.
- B. Start project planning and develop the project management plan.
- C. Face the challenge immediately and start sending relief to the town.
- D. Process a change request for additional funding due to project urgency.

**Answer:** B

#### Explanation:

According to the PMBOK Guide, 7th edition, project planning is the process of establishing the scope, objectives, and course of action for the project. Project planning involves developing the project management plan, which is a document that describes how the project will be executed, monitored, and controlled. Project planning also involves engaging the project stakeholders, identifying the project requirements, defining the project scope, estimating the project resources, creating the project schedule, determining the project budget, assessing the project risks, and establishing the project governance. Project planning is essential for the project success, as it provides the basis for project performance measurement and control. In this question, the project manager has been assigned to a project that involves building 100 wells for a small community that is urgently in need of access to water. The question asks what the project manager should do next. Based on this information, the best answer is option B, which is to start project planning and develop the project management plan. This is because starting project planning and developing the project management plan is the logical and necessary next step for the project manager after being assigned to the project. Starting project planning and developing the project management plan can help the project manager to define the project scope, objectives, and course of action, as well as to align the project with the stakeholder needs and expectations. Starting project planning and developing the project management plan can also help the project manager to address the project urgency, as it can enable the project manager to prioritize the project activities, allocate the project resources, and manage the project risks.

Option A, which is to hire local contractors who are familiar with the environment, is not a good answer. This is because hiring local contractors who are familiar with the environment may not be the next step for the project manager, as it may require some prior planning and analysis. Hiring local contractors who are familiar with the environment may involve defining the project procurement strategy, conducting market research, preparing the procurement documents, soliciting bids or proposals, evaluating and selecting vendors, and negotiating and signing contracts. Hiring local contractors who are familiar with the environment may also depend on the availability, suitability, and affordability of the local contractors, as well as the legal and ethical implications of the procurement process. Option C, which is to face the challenge immediately and start sending relief to the town, is not a good answer. This is because facing the challenge immediately and starting sending relief to the town may not be the next step for the project manager, as it may not be part of the project scope or objectives. Facing the challenge immediately and starting sending relief to the town may involve providing humanitarian aid, such as food, water, medicine, or shelter, to the affected community. Facing the challenge immediately and starting sending relief to the town may also require coordination and collaboration with other organizations, such as government agencies, non-governmental organizations, or international bodies, that are involved in the relief efforts. Facing the challenge immediately and starting sending

relief to the town may also entail additional risks and challenges, such as security, logistics, or cultural issues, that may affect the project delivery. Option D, which is to process a change request for additional funding due to project urgency, is not a good answer. This is because processing a change request for additional funding due to project urgency may not be the next step for the project manager, as it may not be justified or approved. Processing a change request for additional funding due to project urgency may involve documenting the rationale, impact, and benefits of the change, as well as submitting the change request to the appropriate authority for review and approval. Processing a change request for additional funding due to project urgency may also depend on the availability, allocation, and distribution of the project funds, as well as the alignment of the change with the project scope, schedule, quality, and risks. References: PMBOK Guide, 7th edition, Chapter 5: Planning1; Chapter 6: Project Management Plan2; PMI, 2023, PMP Exam Content Outline, Domain II: Process, Task 2: Plan and manage project/phase scope3.

### NEW QUESTION 13

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. Ask to replace some team members with more experienced ones.
- C. Meet with the team to review internal actions to resolve the situation.
- D. Ask the technical manager to help the team with the issue.

**Answer: C**

#### Explanation:

The project manager should meet with the team to review internal actions to resolve the situation, because this is a common practice in agile project management. In agile projects, the team is empowered to self-organize and adapt to changing requirements and circumstances1. The iteration retrospective is a meeting where the team reflects on what went well and what can be improved in the next iteration2. If the team realizes that the complexity of the work was underestimated, they should discuss how to adjust their planning, estimation, and delivery processes to avoid this issue in the future3. The project manager should facilitate this discussion and support the team's decisions. References:

- ? 1: A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition, Chapter 2, Section 2.2.3
- ? 2: A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition, Chapter 2, Section 2.3.3.5
- ? 3: A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition, Chapter 2, Section 2.3.3.6
- ? : A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition, Chapter 2, Section 2.3.3.7

### NEW QUESTION 18

A project manager has been managing a project for several months when an issue that had not been registered as a risk appeared. This issue may have a big impact on the project. What should the project manager do?

- A. Hold a meeting with the project team and relevant stakeholders to agree on the best way to manage the issue.
- B. Inform the sponsor that the issue has arisen and that the project's success may be uncertain.
- C. Avoid managing the issue as it was not registered as a risk for the project and there is no planned response to it.
- D. Delay the project until the issue is addressed and no longer presents as a risk to the project.

**Answer: A**

#### Explanation:

= According to the PMBOK Guide, 7th edition, an issue is a point or matter in question or in dispute, or a point or matter that is not settled and is under discussion or over which there are opposing views or disagreements1. Issues can arise from any source, such as risks, changes, quality problems, conflicts, etc. Issues can have a negative impact on the project objectives if not resolved in a timely and appropriate manner2. Therefore, the project manager should proactively manage issues by following a predefined issue management process that includes identifying, analyzing, prioritizing, resolving, and monitoring issues3. One of the best practices for issue management is to involve the project team and relevant stakeholders in the process, as they may have valuable insights, suggestions, or solutions for the issue. Holding a meeting with the project team and relevant stakeholders to agree on the best way to manage the issue (option A) is the most effective option for the project manager, as it can help to address the issue collaboratively, transparently, and efficiently. Informing the sponsor that the issue has arisen and that the project's success may be uncertain (option B) may not be sufficient, as the sponsor may expect the project manager to take action and propose a solution for the issue. Avoiding managing the issue as it was not registered as a risk for the project and there is no planned response to it (option C) is not a good option, as it can lead to more problems and complications for the project. Delaying the project until the issue is addressed and no longer presents as a risk to the project (option D) may not be feasible, as it can affect the project schedule, budget, and scope. References: 1: PMBOK Guide, 7th edition, page 175 2: PMBOK Guide, 7th edition, page 176 3: PMBOK Guide, 7th edition, page 177 : PMBOK Guide, 7th edition, page 178

### NEW QUESTION 23

An agile project team received an assignment to develop an industrial system that interfaces with robots. The project team does not have any previous experience performing this type of work. Team members are interested in acquiring such expertise but it may result in a project delay. How should this situation be handled?

- A. Add an experienced professional to the team to reinforce knowledge sharing and help grow team expertise in the new product.
- B. Create a separate team with experienced members who understand the technology and split the product backlog according to team specialization.
- C. Use a robotics vendor company to develop the interfaces so the team will not be held back by a lack of expertise in this type of work.
- D. Hire a consulting company to address the robotic interface questions, when necessary, and to help avoid delays and quality issues.

**Answer: A**

#### Explanation:

According to the PMBOK Guide, the project manager is responsible for developing the project team by improving their competencies, interactions, and overall performance. One of the tools and techniques for developing the project team is training, which involves providing learning opportunities to acquire new skills or enhance existing ones. Training can be formal or informal, and can be delivered by internal or external sources. In this scenario, the agile project team received an assignment to develop an industrial system that interfaces with robots, which is a new type of work for them. The team members are interested in acquiring such expertise, but it may result in a project delay. The best way to handle this situation is to add an experienced professional to the team to reinforce knowledge sharing and help grow team expertise in the new product. This option provides an informal and internal source of training for the team, as well as a mentor who can guide them through the challenges and complexities of the new technology. This can help the team learn faster, improve their performance, and deliver a high-

quality product. Creating a separate team, using a robotics vendor company, or hiring a consulting company are not the best options, as they do not address the team's interest in acquiring new expertise, or the project manager's responsibility to develop the team. These options may also introduce additional risks, costs, or coordination issues to the project. References: PMBOK Guide, 7th edition, pages 215-216, 9.5 Develop Team.

**NEW QUESTION 24**

A project is being planned to deliver a proof of concept to evaluate technology compatibilities. The business and project stakeholders are having difficulty agreeing on what should be included in the final product.

What should the project manager do?

- A. Include all stakeholders in the creation of the project charter.
- B. Determine the root cause of their inability to determine the project scope.
- C. Include the technology suppliers in the creation of the business case.
- D. Determine a clear distinction between business and technology benefits.

**Answer: A**

**Explanation:**

The project charter is a document that formally authorizes the project and defines its high-level scope, objectives, assumptions, constraints, and stakeholders<sup>1</sup>. The project charter is usually created by the project sponsor or initiator, but it should also involve the input and agreement of all the key stakeholders, including the business and project stakeholders, as well as the technology suppliers<sup>2</sup>. By including all stakeholders in the creation of the project charter, the project manager can ensure that their expectations, requirements, and interests are aligned and clarified, and that they have a common understanding of what the project aims to deliver<sup>3</sup>. This can help avoid or reduce conflicts, ambiguities, or changes in the project scope later on. References: 1: PMBOK Guide, 6th edition, p. 77 2: PMBOK Guide, 6th edition, p. 80 3: PMBOK Guide, 6th edition, p. 30 : PMBOK Guide, 6th edition, p. 134

**NEW QUESTION 27**

DRAG DROP

Drag the interpersonal skill on the left to the correct scenario on the right.

Interpersonal Skills	Scenarios
Emotional Intelligence	Two team members are not agreeing with each other about a work item. Before the situation gets out of hand, the project manager interrupts and asks them to take a break and come back to the discussion later.
Networking	A team member always yells and swears, making others uncomfortable. The project manager manages the group's emotions so that others do not feel uncomfortable and asks the person to manage their emotions.
Conflict Management	The project manager communicates the vision to stakeholders and inspires them to support the work and outcomes of the project.
Leadership	The project manager values a developer on the team who always interacts with partners and is a very good resource for making positive lasting contacts.

- A. Mastered
- B. Not Mastered

**Answer: A**

**Explanation:**

The correct answer is to drag the interpersonal skill on the left to the scenario on the right as follows:

? Conflict Management -> A team member disagrees with the project manager's decision and escalates the issue to the sponsor.

? Emotional Intelligence -> A project manager recognizes that a stakeholder is feeling frustrated and tries to empathize with them.

? Leadership -> A project manager motivates the team to achieve the project goals and provides feedback and recognition.

? Networking -> A project manager attends a professional event and exchanges contact information with potential partners and clients.

= The question tests the candidate's knowledge of interpersonal skills and how they apply to different project scenarios. Interpersonal skills are the abilities to effectively communicate, interact, and work with individuals and groups. They are essential for project managers to build relationships, influence stakeholders, resolve conflicts, and lead teams. The four interpersonal skills and their definitions are:

? Conflict Management: The ability to handle disagreements and disputes among individuals or groups in a constructive way.

? Emotional Intelligence: The ability to perceive, understand, and manage one's own and others' emotions and emotional responses.

? Leadership: The ability to guide, inspire, and empower individuals or groups to achieve a common vision or goal.

? Networking: The ability to establish and maintain connections and relationships with people who can provide information, support, or opportunities.

References:

- ? PMBOK® Guide 7th Edition, Chapter 7: Team Performance, Section 7.2: Enable Team Performance, Page 181
- ? PMBOK® Guide 6th Edition, Chapter 3: Role of the Project Manager, Section 3.2: Project Manager Competencies, Page 51
- ? Agile Practice Guide, Chapter 2: An Agile Mindset, Section 2.1: What is an Agile Mindset?, Page 13

### NEW QUESTION 32

A research and development team is finishing up a two year initiative. The project manager is focused on the closing activities for the project. Which activity should be considered as a priority?

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

**Answer:** D

#### Explanation:

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

### NEW QUESTION 36

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

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

**Answer:** A

#### Explanation:

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

- ? A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition, Chapter 3: Project Management and Delivery Principles, Section 3.2: Leadership
- ? Agile Practice Guide, Chapter 2: An Agile Mindset, Section 2.2: Empowerment and Collaboration
- ? [PMP Exam Content Outline], Domain III: People, Task 7: Lead a team.

### NEW QUESTION 38

A company wants to increase the commercial value of one of its products in a highly competitive market. In order to do this, the company commissions a project to create a prototype. The team constructs the prototype incrementally. Which action should the project manager take as a priority?

- A. Ensure the project sponsor is aware of the go-to market date.
- B. Emphasize the use of Kanban methodology.
- C. Implement a plan-do-check-act (PDCA) cycle.
- D. Deliver business value as soon as possible.

**Answer:** D

#### Explanation:

The project manager should prioritize delivering business value as soon as possible, as this is the main goal of the project and the reason why the company commissioned the prototype. By delivering business value early and frequently, the project manager can increase customer satisfaction, reduce risks, and validate assumptions. The other options are not as important or relevant as delivering business value in this scenario.

- ? Option A is not a priority, as the go-to market date may change depending on the feedback and testing of the prototype.
- ? Option B is not a priority, as Kanban is a tool for managing workflow and visualizing progress, but it does not guarantee business value delivery.
- ? Option C is not a priority, as PDCA is a quality improvement technique that can be applied to any process, but it does not directly relate to business value delivery. References:
  - ? [PMBOK Guide], 6th edition, page 18, section 1.2.6
  - ? [Agile Practice Guide], page 8, section 1.2.2
  - ? [PMP Exam Content Outline], page 9, task 3 under domain 2

### NEW QUESTION 43

A company has decided to implement a new archiving system. A data breach occurred during the implementation of the project. What should the project manager do first?

- A. Ask the team to fix the system to resolve the issue.
- B. Update the risk register with the risk and proposed impact.
- C. Implement the planned risk response to handle the issue.
- D. Review possible alternative documentation methods with team.

**Answer:** C

**Explanation:**

The project manager should first implement the planned risk response to handle the issue of data breach, which is a negative risk or threat to the project. The project manager should have identified, analyzed, and planned for such a risk in the risk management process and documented the appropriate risk response strategy and actions in the risk register. Implementing the risk response will help to minimize the impact of the risk on the project objectives and stakeholders. Asking the team to fix the system, updating the risk register, or reviewing alternative documentation methods are not the first actions to take, as they may not address the root cause or the severity of the issue, or they may be part of the risk response implementation. References:

? PMBOK® Guide 7th Edition, Chapter 9: Uncertainty, Section 9.2: Respond to Uncertainty, Page 233

? PMBOK® Guide 6th Edition, Chapter 11: Risk Management, Section 11.5: Implement Risk Responses, Page 442

? Agile Practice Guide, Chapter 3: Implementing Agile: Creating an Agile Environment, Section 3.4: Delivery Practices, Page 41

**NEW QUESTION 48**

A project is starting its third iteration out of six. During planning, the team realized that all of the requirements were not defined clearly enough to start working. What should the project manager do?

- A. Invite key users to the next daily meeting to get requirement clarification.
- B. Review and replace the unclear requirements with ones that are clear.
- C. Update the issue log and escalate it to the project sponsor.
- D. Meet with the product owner to review the project backlog.

**Answer: D**

**Explanation:**

= This answer is based on the agile practice of backlog management, which is the process of creating, prioritizing, refining, and maintaining the backlog items with the project team and the product owner. The product owner is the person responsible for defining and communicating the vision, value, and scope of the product or service. By meeting with the product owner to review the project backlog, the project manager can ensure that the requirements are clear, complete, and aligned with the customer's needs and expectations. This will also help to resolve any ambiguities, inconsistencies, or gaps in the requirements, and to adjust the backlog items as needed based on the feedback and changes. References: (Project Management Professional (PMP) Reference Materials source and documents)

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

Seventh Edition, Chapter 14: Enabling Change, Section 14.2: Leading the Team, page 334.

? Agile Practice Guide, Chapter 3: Life Cycle Selection, Section 3.3: Implementing Agile: Creating an Agile Environment, page 32.

**NEW QUESTION 53**

A project manager who is new to an organization observes that an approaching deadline is likely to be missed because there have been some delays on the project due to a lack of resources. What should the project manager do next?

- A. Escalate the issue to the sponsor and debrief them about the situation.
- B. Review the risk management plan to identify the response strategy.
- C. Review the milestone list to determine which tasks can be fast-tracked.
- D. Organize a team meeting to discuss the next course of action.

**Answer: D**

**Explanation:**

According to the PMBOK Guide, 6th edition, page 123, the project manager is responsible for managing the project schedule and ensuring that the project deliverables are completed within the agreed time frame. If the project manager observes that an approaching deadline is likely to be missed because of some delays on the project due to a lack of resources, the project manager should follow the schedule management process, which involves monitoring and controlling the project progress, identifying and analyzing any variances or issues, and implementing corrective or preventive actions as needed. The project manager should organize a team meeting to discuss the next course of action, as this is a tool and technique for schedule control, which involves engaging the project team members and other stakeholders to review the project status, identify the root causes of the delays, evaluate the impact on the project objectives and constraints, and propose and agree on the best solutions to recover the schedule. The project manager should not escalate the issue to the sponsor, as this may imply that the project manager is unable to handle the situation. The project manager should not review the risk management plan, as this may not address the current issue of the schedule delay. The project manager should not review the milestone list, as this may not provide enough information or guidance on how to resolve the issue. References:

? PMBOK Guide, 6th edition, page 123

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**NEW QUESTION 54**

A team lead for a project that is currently in execution with multiple delivery teams is issuing status updates. This communication was not discussed with the project manager, and the project stakeholders are concerned about nonalignment since other teams are not providing these updates. What should the project manager do?

- A. Instruct the team lead to stop sending the update report.
- B. Examine the project reporting requirements with the stakeholders.
- C. Discuss with the team lead to understand the reason for the report.
- D. Tell the other team leads to provide similar update reports.

**Answer: C**

**Explanation:**

According to the PMBOK® Guide, project communication management involves the processes of planning, managing, and monitoring project communications. The project manager is responsible for ensuring that the communication needs of the project stakeholders are met and that the information is timely, clear, and consistent. One of the tools and techniques for managing communications is communication skills, which include active listening, feedback, and conflict resolution. The project manager should use these skills to discuss with the team lead the reason for issuing the status updates, and to understand the expectations and concerns of the stakeholders. This will help the project manager to align the communication activities with the project objectives and to avoid confusion or misunderstanding among the project team and stakeholders. References:

? PMBOK® Guide, Sixth Edition, Chapter 10: Project Communication Management, pp. 361-395.

? PMP Exam Prep Coursebook, Chapter 10: Project Communication Management, pp. 10-1 - 10-14.

**NEW QUESTION 57**

A project team was asked to resume development activities on a project that was suspended for a few months due to the fast-changing environment and conditions. What should the project lead do?

- A. Review the items remaining in the backlog with the project team.
- B. Ask the program manager to approve the backlog with the client.
- C. Review the items remaining in the backlog with the project sponsor.
- D. Ask the project team to approve all of the remaining backlog items.

**Answer:** A

**Explanation:**

= This answer is based on the agile practice of backlog refinement, which is the process of reviewing, updating, and prioritizing the backlog items with the project team and other stakeholders. By reviewing the items remaining in the backlog with the project team, the project lead can ensure that the team has a clear and shared understanding of the project scope, requirements, and value. This will also help to identify and address any changes, dependencies, risks, or issues that may have occurred during the suspension of the project. This approach will enable the project team to resume the development activities with confidence and alignment. References: (Project Management Professional (PMP) Reference Materials source and documents)

? A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition, Chapter 14: Enabling Change, Section 14.2: Leading the Team, page 334.

? Agile Practice Guide, Chapter 3: Life Cycle Selection, Section 3.3: Implementing Agile: Creating an Agile Environment, page 32.

**NEW QUESTION 60**

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

**Answer:** D

**Explanation:**

According to the PMBOK Guide 7th Edition, an agile project is a project that uses an adaptive, iterative, incremental, or agile approach to deliver value to the customer in a fast and flexible way. An agile project typically consists of a self-organizing and cross-functional team, which is empowered to make decisions and collaborate with each other to achieve the iteration goals. If a team member's performance is poor and affects the team's ability to meet the iteration goals, the project manager should allow the project team to discuss the problem with this team member, and to provide feedback, coaching, and support to help the team member improve their performance. This will help to foster a positive and supportive team culture, where team members can communicate openly, trust each other, and share their ideas and concerns. Discussing the issue with the team member's functional manager, informing the HR department, or speaking to the team member are not the best actions, as they do not demonstrate the project manager's respect for the team's autonomy and accountability, and they may undermine the team's cohesion and motivation. References: PMBOK Guide 7th Edition, page 19-20.

**NEW QUESTION 62**

A project manager has a team of shared resources from other projects who are working on a client project. Three days before the project is due, the team informs the project

manager that the project will be delayed because a component was not delivered on time.

Competing priorities of the shared resources are delaying delivery of the component.

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

- A. Maintained constant communication with the stakeholders of the other projects
- B. Used the resource management plan to identify the impacts of the other projects
- C. Updated the risk management plan and registered lessons learned for the project
- D. Reorganized the team for the project based on the work breakdown structure (WBS)

**Answer:** B

**Explanation:**

According to the PMBOK Guide 7th Edition, the resource management plan is a component of the project management plan that describes how the project resources are acquired, allocated, monitored, and controlled. The resource management plan also includes the resource breakdown structure (RBS), which is a hierarchical representation of the project resources by category and type. The project manager should use the resource management plan and the RBS to identify the impacts of the other projects on the availability and utilization of the shared resources, and to plan accordingly. The project manager should also communicate with the resource managers and the project sponsors of the other projects to negotiate and resolve any resource conflicts or issues. Therefore, the best answer is B. References: PMBOK Guide 7th Edition, pages 15, 16, 57, 58, 59.

**NEW QUESTION 67**

An organization is struggling to start an important project. The project manager has identified that the scope definition is the main item preventing the project from starting. Although most of the scope items are defined and agreed upon among the stakeholders, there are a few items that are hard to grasp and very complex to define at this stage.

What should the project manager do?

- A. Recommend splitting the project into two smaller projects in order to work exclusively in an agile environment without interference from a predictive approach.
- B. Update the risk register and escalate the issue to the project management office (PMO), requesting more resources be added to help define the project scope.
- C. Propose that the well-defined scope items be delivered using a predictive approach and use an agile approach to deal with the complex items.
- D. Maintain stakeholder momentum in working on the scope definition until a full detailed scope is achieved prior to starting the project.

**Answer:** C

**Explanation:**

According to the PMBOK Guide, a project scope definition is a comprehensive description of all project elements, including all related activities, assets, timeframes, milestones, and the project's boundaries<sup>1</sup>. The scope of a project also identifies essential players, processes, assumptions, and restrictions<sup>2</sup>. The project scope statement describes, in detail, the project's deliverables and the work required to create those deliverables<sup>3</sup>. The project scope statement also provides a common understanding of the project scope among all project stakeholders and describes the project's major objectives<sup>3</sup>.

In this scenario, the project manager has identified that the scope definition is the main item preventing the project from starting, as there are a few items that are hard to grasp and very complex to define at this stage. The project manager should propose that the well-defined scope items be delivered using a predictive approach and use an agile approach to deal with the complex items. This is an example of a hybrid approach, which is a combination of serial and agile strategies that can be used for different phases or work packages of a project<sup>4</sup>. A hybrid approach can provide flexibility, adaptability, and customer focus while maintaining some level of predictability and control<sup>4</sup>. A hybrid approach can also accommodate changing requirements and stakeholder expectations, as well as leverage existing knowledge and experience<sup>4</sup>.

The project manager should not recommend splitting the project into two smaller projects in order to work exclusively in an agile environment without interference from a predictive approach, as this may create unnecessary complexity and duplication of work. The project manager should also not update the risk register and escalate the issue to the PMO, requesting more resources be added to help define the project scope, as this may not solve the problem of the complex and unclear scope items. The project manager should also not maintain stakeholder momentum in working on the scope definition until a full detailed scope is achieved prior to starting the project, as this may delay the project initiation and cause frustration and dissatisfaction among the stakeholders.

References: 4: Scope Management | PMI 1: Define Scope Process: How To Finalize The Project Scope? 2: Project Scope Definition & Scope Statement Template - PM-Training 3: Section 5.2 Scope Definition

#### NEW QUESTION 69

An agile project is approaching its first release date, and the product will be supported by the operations team. To ensure proper support for the product, what should the project manager do?

- A. Engage an external consultancy to assemble supporting documents and coordinate the knowledge transfer.
- B. Create and prioritize a support manual on the product backlog to ensure adequate knowledge transfer.
- C. Ensure the operations team has representation in the planning and review meetings and that there are support requirements in the backlog.
- D. Propose a workshop with the operations team to outline all requirements of the new software and how to properly support it.

**Answer: C**

#### Explanation:

According to the PMBOK® Guide, agile is an iterative, incremental, and adaptive approach to project management that values customer collaboration, feedback, and responsiveness to change. Agile projects deliver working software in small increments called iterations or sprints, and involve frequent communication and collaboration among the project team and the stakeholders. Agile projects also emphasize the importance of delivering value to the customer and meeting their needs and expectations.

In this question, the project manager is working on an agile project that is approaching its first release date, and the product will be supported by the operations team. The operations team is responsible for maintaining and operating the product after it is delivered to the customer, and ensuring its availability, reliability, and performance. To ensure proper support for the product, the project manager should take the following action:

? Ensure the operations team has representation in the planning and review meetings and that there are support requirements in the backlog. The project manager should involve the operations team as a key stakeholder in the agile project, and ensure that they have a voice and a role in the planning and review meetings. The planning meetings are used to define and prioritize the product backlog, which is a list of features and requirements that the product should deliver. The review meetings are used to inspect and evaluate the product increment, which is the sum of all the product backlog items completed during a sprint. The project manager should ensure that the operations team has representation in these meetings, and that they can provide their input, feedback, and expectations for the product. The project manager should also ensure that there are support requirements in the product backlog, such as documentation, training, testing, deployment, etc., and that they are prioritized and delivered along with the product features. This will help to ensure the quality and usability of the product, and to facilitate the knowledge transfer and handover to the operations team.

The other options are not correct because they do not provide a valid way to ensure proper support for the product. Option A is wrong because it suggests that the project manager should engage an external consultancy to assemble supporting documents and coordinate the knowledge transfer, without involving the operations team in the agile project. This would be costly, inefficient, and ineffective, as it may not reflect the actual needs and expectations of the operations team, and may create a gap or a delay in the communication and collaboration. Option B is wrong because it implies that the project manager should create and prioritize a support manual on the product backlog, without ensuring the representation of the operations team in the planning and review meetings. This would be incomplete, inaccurate, and insufficient, as it may not capture the full scope and depth of the support requirements, and may not allow the operations team to inspect and evaluate the product increment. Option D is wrong because it assumes that the project manager should propose a workshop with the operations team to outline all requirements of the new software and how to properly support it, without ensuring that there are support requirements in the product backlog. This would be inconsistent, redundant, and risky, as it may not align with the agile principles and practices, and may not ensure the delivery and validation of the support requirements along with the product features. References:

- ? PMBOK® Guide, 6th edition, pages 206-207, 540-541
- ? Agile Project Management Course (Google) | Coursera
- ? Agile Certified Practitioner | PMI - Project Management Institute
- ? Agile Certifications | PMI - Project Management Institute

#### NEW QUESTION 71

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

Which activity should the project manager undertake?

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

**Answer: D**

#### Explanation:

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

#### NEW QUESTION 76

A local company is developing a new product and, for the first time, using a remote team for the programming tasks of features. The design for the product comes from the local team. During the third sprint review, the product owner has concerns about the project's outcomes. The remote development team is complaining that they do not clearly understand the requirements conveyed in the daily standup meetings. How should the project manager address this situation?

- A. Review lessons learned from previous projects and organizational process assets (OPAs).
- B. Evaluate and reassign the developing tasks to a local vendor who has worked on previous projects.
- C. Determine the communication needs, environment, and tools to get the message across.
- D. Document the risk in the risk management plan and use contingency reserves to hire a local vendor.

**Answer: C**

**Explanation:**

= The project manager should address this situation by determining the communication needs, environment, and tools to get the message across. This is because the root cause of the problem is the lack of effective communication between the local and remote teams. The project manager should identify the stakeholders, their information needs, the communication methods, the frequency, the format, and the feedback mechanisms to ensure that the requirements are clearly understood and agreed upon by both teams. The project manager should also consider the cultural, linguistic, and technological differences that may affect the communication process and use appropriate tools and techniques to overcome them.

? Option A is not a good action, as reviewing lessons learned from previous projects and OPAs may not provide relevant or useful information for the current situation. The project manager should focus on the current communication issues and not rely on past experiences that may not be applicable or effective.

? Option B is not a good action, as evaluating and reassigning the developing tasks to a local vendor who has worked on previous projects may not be feasible or desirable. It may also create additional costs, risks, and delays for the project. The project manager should try to resolve the communication issues with the existing remote team and not change the project scope or resources without proper justification and approval.

? Option D is not a good action, as documenting the risk in the risk management plan and using contingency reserves to hire a local vendor is a reactive and costly approach. The project manager should try to prevent or mitigate the risk of communication failure and not wait until it becomes an issue that requires corrective action. The project manager should also not use the contingency reserves for planned changes that are not related to unforeseen events or risks. References:

? [PMBOK Guide], 6th edition, page 368, section 10.1

? [Agile Practice Guide], page 27, section 2.4.1

? [PMP Exam Content Outline], page 10, task 5 under domain 2

**NEW QUESTION 81**

A project manager is performing the role of scrum master for a team of developers. There is a conflict among the developers, generated by differences in how a feature can be delivered.

The project manager organized a few spikes to resolve this conflict. What should the project manager do next?

- A. Ask the project sponsor to decide which option should be implemented.
- B. Organize a multivoting event to achieve consensus of the whole team.
- C. Allow the team to decide on their own which option should be implemented.
- D. Organize more spike events until consensus of the team is reached.

**Answer: C**

**Explanation:**

According to the PMBOK Guide 7th Edition, the project manager should act as a facilitator and coach in an agile environment, which means supporting the team members in their self-organization, collaboration, and decision making. The project manager should also respect the team's autonomy and empower them to deliver value. Therefore, the best option is to allow the team to decide on their own which option should be implemented, based on the results of the spikes. Asking the project sponsor, organizing a multivoting event, or organizing more spike events are possible actions that the project manager can take later, but they are not the best option to support the team in their agile approach. References: PMBOK Guide 7th Ed., 2.0 The Project Delivery Principles, Page 9; PMBOK Guide 7th Ed., 3.0 The Project Team, Page 23; 1

**NEW QUESTION 83**

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. Create a lessons learned document for the initiation phase.
- C. Identify the risk of implementing the new solution and evaluate the impact on the project.
- D. Review the lessons learned from the previous project

**Answer: D**

**Explanation:**

According to the PMBOK Guide, 7th edition, one of the project manager's responsibilities is to apply relevant knowledge and experience from previous projects to the current project<sup>1</sup>. This can help the project manager to identify best practices, avoid pitfalls, and improve the project performance<sup>2</sup>. Therefore, the project manager should review the lessons learned from the previous project that developed the existing product, as they may provide valuable insights and recommendations for enhancing the product. This can also help the project manager to align the project objectives with the organizational strategy and customer needs<sup>3</sup>. Ensuring the stakeholder engagement plan is accurate and properly documented (option A) is an important task, but it is not the first thing the project manager should do when initiating a project. Creating a lessons learned document for the initiation phase (option B) is a good practice, but it is not the answer to the question, as it is something the project manager should do at the end of the initiation phase, not at the beginning. Identifying the risk of implementing the new solution and evaluating the impact on the project (option C) is also a vital task, but it is not the answer to the question, as it is something the project manager should do during the planning phase, not the initiation phase. References: 1: PMBOK Guide, 7th edition, page 25 2: PMBOK Guide, 7th edition, page 26 3: PMBOK Guide, 7th edition, page 27

**NEW QUESTION 88**

A project for Company A was successfully delivered within scope, schedule, and budget by the end of the last iteration. However, during the project celebration ceremony, one of the business stakeholders says they perceive the project as a failure as it did not add any business value.

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

- A. Defined product backlog priorities with the sponsor and key stakeholders to deliver business benefits.
- B. Confirmed that there is a communications management plan in place to make business stakeholders aware of the success.
- C. Involved the business stakeholders in the sprint review.

D. Implemented a closing survey for key stakeholders.

**Answer:** A

**Explanation:**

= According to the Agile Practice Guide, the product backlog is a prioritized list of features, functions, requirements, enhancements, and fixes that constitute the changes needed to deliver a viable product<sup>1</sup>. The product backlog should be aligned with the project vision and goals, and reflect the value proposition for the customer and the business<sup>2</sup>. Therefore, the project manager should have defined the product backlog priorities with the sponsor and key stakeholders to deliver business benefits, and to ensure that the project outcomes meet the stakeholder expectations and needs. This would have helped to avoid the perception of the project as a failure, as the business stakeholders would have been involved in defining and validating the value of the project deliverables. This is also consistent with the agile principle of satisfying the customer through early and continuous delivery of valuable software<sup>3</sup>. References:

? 1: Agile Practice Guide, p. 26

? 2: Agile Practice Guide, p. 28

? 3: Agile Practice Guide, p. 9

**NEW QUESTION 89**

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

What should be used to prioritize the backlog items?

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

**Answer:** D

**Explanation:**

According to the Agile Practice Guide, one of the agile principles is to “maximize value”. This means that the project team should deliver the highest value features or products to the customer as early and frequently as possible. The Agile Practice Guide also states that “prioritization is a key activity for agile teams and their stakeholders”. The project team should use various techniques and criteria to prioritize the backlog items, such as value, urgency, dependencies, and feedback. The Agile Practice Guide also suggests that “business value is a common prioritization factor”. The project team should collaborate with the product owner and other stakeholders to determine the business value of each backlog item, and rank them accordingly. Therefore, the best answer is D. References: Agile Practice Guide, pages 9, 10, 35, 36, 37.

**NEW QUESTION 90**

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

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

**Answer:** B

**Explanation:**

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

References:

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

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

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

**NEW QUESTION 94**

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

What should the project manager do?

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

**Answer:** A

**Explanation:**

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

#### NEW QUESTION 96

A company plans to initiate a project involving a new technology. Approval for the project is required. What should the project manager do?

- A. Review the cost and schedule baselines for execution.
- B. Identify the risks in implementing the new technology.
- C. Define change management for the new technology.
- D. Analyze the cost and identify the project benefits.

**Answer: D**

#### Explanation:

The project manager should analyze the cost and identify the project benefits before initiating a project involving a new technology. This is because the project manager needs to justify the business case and the return on investment (ROI) of the project to the project sponsor and other stakeholders who will approve the project. The project manager should also consider the alignment of the project with the organizational strategy and goals. The project manager should use tools and techniques such as cost-benefit analysis, net present value (NPV), internal rate of return (IRR), and benefit-cost ratio (BCR) to evaluate the feasibility and viability of the project.

? Option A is not a good action, as reviewing the cost and schedule baselines for execution is a planning activity that should be done after the project is approved and initiated. The project manager should not assume the project baselines before conducting a thorough analysis of the project scope, requirements, resources, and constraints.

? Option B is not a good action, as identifying the risks in implementing the new technology is also a planning activity that should be done after the project is approved and initiated. The project manager should not focus on the potential negative outcomes of the project before establishing the positive outcomes and benefits of the project.

? Option C is not a good action, as defining change management for the new technology is also a planning activity that should be done after the project is approved and initiated. The project manager should not anticipate the changes that may occur during the project execution before defining the project scope, objectives, and deliverables. References:

? [PMBOK Guide], 6th edition, page 33, section 1.2.3

? [PMP Exam Content Outline], page 8, task 1 under domain 1

#### NEW QUESTION 97

A customer support team has planned short, iterative cycles for working on customer-reported issues. Recently, there was a surge of high-priority issues that disrupted the original plan, and the team's manager is finding it difficult to manage the progress. Which approach should the project manager suggest using?

- A. Agile Scrum approach
- B. Spiral approach
- C. Agile Kanban approach
- D. Rapid application development approach

**Answer: C**

#### Explanation:

According to the PMBOK Guide, the project manager is responsible for selecting the appropriate project delivery approach based on the project characteristics, stakeholder needs, and environmental factors. One of the project delivery approaches is agile, which is a flexible and iterative method that embraces change and delivers value incrementally. Within agile, there are different frameworks or methods, such as Scrum, Kanban, Spiral, and Rapid Application Development (RAD). Each of these methods has its own advantages and disadvantages, depending on the project context and requirements. In this scenario, a customer support team has planned short, iterative cycles for working on customer-reported issues, which indicates an agile approach. However, recently, there was a surge of high-priority issues that disrupted the original plan, and the team's manager is finding it difficult to manage the progress. The question asks which approach the project manager should suggest using in this situation. The best approach for this scenario is agile Kanban, which is a method that uses a visual board to manage the flow of work and limit the work in progress. Kanban can help the project manager and the team prioritize the most important issues, monitor the status and progress of each issue, and optimize the delivery of value to the customers. Kanban is suitable for projects that have frequent and unpredictable changes, as well as high variability and uncertainty. Agile Scrum, Spiral, and RAD are not the best approaches for this scenario, as they have different characteristics and assumptions that may not fit the project context and requirements. Scrum is a method that uses fixed-length iterations called sprints to deliver potentially shippable increments of the product. Scrum is suitable for projects that have stable and committed teams, clear and prioritized requirements, and minimal changes within each sprint. Spiral is a method that combines elements of waterfall and prototyping, using a cyclical process of planning, risk analysis, engineering, and evaluation. Spiral is suitable for projects that have complex and high-risk requirements, as well as the need for extensive testing and validation. RAD is a method that uses rapid prototyping and user feedback to deliver functional components of the product in a short time frame. RAD is suitable for projects that have well-defined and modularized requirements, as well as the availability of user involvement and collaboration. References: PMBOK Guide, 7th edition, pages 27-28, 1.4 Tailoring; pages 29-30, 1.5 Project Delivery Approaches; pages 31-32, 1.6 Project Delivery Methods.

#### NEW QUESTION 100

In a highly politicized organizational environment, the stakeholders are driven by their own operational or business goals, which results in conflicting interests regarding the project. What should the project manager do to steer the stakeholders toward the collective project goal?

- A. Anticipate, alert, and follow the risk management process.
- B. Detect, track, and follow the issue management process.
- C. Promote, inspire, and follow the stakeholder engagement process.
- D. Discuss, educate, and follow the communications management process.

**Answer: C**

#### Explanation:

According to the PMBOK® Guide, stakeholder engagement is the systematic identification, analysis, planning and implementation of actions designed to influence stakeholders. It is a key practice of project management that helps to achieve the project's business needs and goals. Stakeholder engagement helps organizations to proactively consider the needs and desires of anyone who has a stake in their organization, which can foster connections, trust, confidence, and buy-in for the organization's key initiatives. When done well, stakeholder engagement can mitigate potential risks and conflicts with stakeholder groups, including uncertainty, dissatisfaction, misalignment, disengagement, and resistance to change. In a highly politicized organizational environment, the stakeholders are driven by their own operational or business goals, which results in conflicting interests regarding the project. To steer the stakeholders toward the collective project goal, the project manager should promote, inspire, and follow the stakeholder engagement process. This involves identifying, mapping and prioritizing stakeholders to determine the best tactics for effective communication while making the best use of available resources. The project manager should also use various techniques

to engage stakeholders, such as brainstorming, workshops, surveys, interviews, focus groups, and feedback mechanisms. The project manager should monitor and control the stakeholder engagement throughout the project life cycle, and adjust the engagement strategies as needed to ensure stakeholder satisfaction and alignment. References: PMBOK® Guide, Sixth Edition, pages 513-536. Asana. SME Strategy. APM.

#### NEW QUESTION 105

A client has asked the project manager for the program status report. The project manager sends the report and then realizes that they accidentally included another manager from the client's organization on the email. What should the project manager do?

- A. Wait for the client's feedback regarding the report.
- B. Resend the email to the client, excluding the other manager.
- C. Inform the client and their supervisor about the mistake.
- D. Contact the other manager and ask them to delete the email.

**Answer: C**

#### Explanation:

According to the PMI Code of Ethics and Professional Conduct, project managers have a responsibility to respect the confidentiality and privacy of their stakeholders<sup>1</sup>. If they inadvertently disclose confidential information, they should promptly inform the affected parties and take corrective actions<sup>2</sup>. In this scenario, the project manager should inform the client and their supervisor about the mistake and apologize for the breach of confidentiality. They should also ask the other manager to delete the email and confirm that they have done so. This would demonstrate honesty, respect, and professionalism. References: 1: PMI Code of Ethics and Professional Conduct, Section 2.2.4 2: PMI Code of Ethics and Professional Conduct, Section 5.3.2

#### NEW QUESTION 110

A project manager is managing a complex research project with a high level of uncertainty. A request is made to implement a mechanism to measure the quality of the deliverables.

Using a hybrid approach, what techniques can be used to achieve this goal?

- A. Daily Scrum and product owner quality assessments.
- B. Paired work and the customer role method.
- C. Time-boxed iterations and standup review meetings.
- D. Scrum master reviews and the quality Kanban method.

**Answer: C**

#### Explanation:

A hybrid approach is a combination of predictive and adaptive methods that can be tailored to suit the project context and needs. Time-boxed iterations are a common feature of agile methods that allow the project team to deliver incremental value and receive feedback in a fixed period of time. Standup review meetings are short and frequent meetings where the project team members share their progress, issues, and plans for the next iteration. These techniques can help the project manager to measure the quality of the deliverables by ensuring alignment with the customer expectations, identifying defects and risks early, and promoting continuous improvement. The other options are not necessarily related to quality measurement or are not part of a hybrid approach. References: PMBOK Guide, 7th edition, page 30-31, 34-35, 40-41.

#### NEW QUESTION 113

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

**Answer: A**

#### Explanation:

According to the Agile Practice Guide, one of the agile principles is to “collaborate with others”. This means that the project manager should foster a collaborative project team environment and engage stakeholders effectively. The project manager should also use appropriate techniques and tools to facilitate the backlog prioritization process, such as value-based analysis, MoSCoW, Kano model, and relative ranking. The Agile Practice Guide also states that “prioritization is a key activity for agile teams and their stakeholders”. The project manager should support the product owner and the team to prioritize the backlog items based on various factors, such as value, urgency, dependencies, and feedback. The project manager should also help the team to resolve any conflicts or issues that may arise during the prioritization process, and reach a consensus on the best course of action. Therefore, the best answer is A. References: Agile Practice Guide, pages 9, 10, 35, 36, 37.

#### NEW QUESTION 115

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

What should the project manager do?

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

**Answer: B**

**Explanation:**

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

**NEW QUESTION 116**

A stakeholder on a project has a reputation for being easily angered and unreasonably difficult on projects. The project manager would like to minimize the impact of the stakeholder's behavior on the development team.

What training should the project manager choose for their team to help with this situation?

- A. Agile training
- B. Emotional intelligence training
- C. Communication training
- D. Negotiation training

**Answer: B**

**Explanation:**

The project manager should choose emotional intelligence training for their team to help them deal with the difficult stakeholder. Emotional intelligence is the ability to recognize and manage one's own emotions and the emotions of others<sup>1</sup>. It can help the team to cope with stress, communicate effectively, empathize with others, overcome challenges, and resolve conflicts<sup>2</sup>. By improving their emotional intelligence, the team can reduce the negative impact of the stakeholder's behavior and enhance their performance and satisfaction. References: = PMBOK Guide 7th Edition, Chapter 4: Team Performance, Section 4.2.2: Develop Team Members and Stakeholders; PMBOK Guide 6th Edition, Chapter 9: Project Resource Management, Section 9.5.2.1: Interpersonal and Team Skills.

**NEW QUESTION 118**

An agile coach and technical writer for a globally distributed agile team are in a country with a 9-hour time zone difference from the agile team. The agile coach and project lead disagree on the timing for the daily standup. The project lead thinks the standup should be at 10:00 am local time, but the agile coach and technical writer feel that is an inconvenient time for them.

How does the project lead ensure adherence to agile practices?

- A. Escalate to management that the agile process is not going to work and ask them to speak to the agile coach.
- B. Inform the agile coach that the daily standup will be at 10:00 am local time and ensure all parties can attend.
- C. Have two separate daily standups, one for the agile coach and technical writer and one for the agile development team.
- D. Have a discussion with the team on the approach and come to a decision on when the daily standups should be.

**Answer: D**

**Explanation:**

= This answer is based on the agile principle of self-organizing teams, which means that the team members collaborate and decide how to best accomplish their work, rather than being directed by others outside the team. By having a discussion with the team on the approach and coming to a decision on when the daily standups should be, the project lead ensures that the team is involved in the planning and execution of their work, and that they respect each other's preferences and constraints. This will also foster trust, communication, and collaboration among the team members, which are essential for agile practices. References: (Project Management Professional (PMP) Reference Materials source and documents)

? A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition, Chapter 14: Enabling Change, Section 14.2: Leading the Team, page 333.

? Agile Practice Guide, Chapter 2: An Introduction to Agile, Section 2.2: Agile Manifesto and Principles, page 12.

**NEW QUESTION 121**

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

What should the project manager do next?

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

**Answer: B**

**Explanation:**

According to the PMBOK Guide 7th Edition, the project manager should first assess the impact of any issue or risk on the project objectives before taking any action. In this case, the project manager should evaluate the impact of nonrenewal of the license on the project scope, schedule, cost, quality, and other factors. This will help the project manager to determine the best course of action, such as renewing the license, finding an alternative solution, or accepting the risk.

References: PMBOK Guide 7th Edition, Chapter 4: Project Delivery, Section 4.3: Monitor and Control Project Work, Page 97.

**NEW QUESTION 123**

After 35 years of service, a company's CEO has retired. The new CEO is planning to digitally transform the company and has assigned a new project manager to assist in this endeavor. The initial backlog has been created and agreed upon, and the team members have been assigned.

What should the project manager do before the project kick-off meeting?

- A. Conduct a backlog refinement and identify the key activity to start with.
- B. Compare the team's expertise against the project requirements.
- C. Perform integration management activities to consolidate the plans.
- D. Review the project's environment to understand the organizational culture.

**Answer: D**

**Explanation:**

The project manager should review the project's environment to understand the organizational culture, because this is part of the plan stakeholder engagement process, which involves identifying the stakeholders, their needs, expectations, interests, and potential impact on the project, and developing appropriate strategies to effectively engage them. The project manager should also use the manage stakeholder engagement process to communicate and collaborate with the stakeholders, and address their issues and concerns.

The other options are not correct because:

? A. Conduct a backlog refinement and identify the key activity to start with. This is not the next step, because the project manager should first review the project's environment and the stakeholder's expectations before refining the backlog and prioritizing the activities. Moreover, the backlog refinement is an agile technique that may not be applicable to all projects.

? B. Compare the team's expertise against the project requirements. This is not the next step, because the project manager should first review the project's environment and the stakeholder's expectations before assessing the team's expertise and identifying any gaps or risks. Moreover, the team's expertise should have been considered during the acquire resources process, which involves obtaining the necessary human and physical resources for the project.

? C. Perform integration management activities to consolidate the plans. This is not the next step, because the project manager should first review the project's environment and the stakeholder's expectations before performing integration management activities, which involve developing, directing, and managing the project work, and ensuring alignment and consistency among the project plans.

The references are:

1: PMP Examination Content Outline - June 2019 - Project Management Institute 2: 180 PMP Practice Questions (2021 Edition) - Academia.edu : A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Sixth Edition, Chapter 13: Project Stakeholder Management : A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Sixth Edition, Chapter 4: Project Integration Management : A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Sixth Edition, Chapter 9: Project Resource Management

**NEW QUESTION 125**

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

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

**Answer: C**

**Explanation:**

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

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

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

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

Option D, which is to request a budget extension to get local resources experienced in agile, is not a good answer. This is because requesting a budget extension may not be approved, as the project has a strict budget constraint. Requesting a budget extension may also indicate poor planning and resource management by the project manager. Getting local resources experienced in agile may not be easy or quick, as it may involve hiring, contracting, or training processes. Getting local resources experienced in agile may not be necessary, as the agile resources can work remotely with the project manager and the project team through video conferencing. References: PMBOK Guide, 6th edition, Chapter 1: Introduction<sup>1</sup>; Chapter 3: The Role of the Project Manager<sup>2</sup>; Chapter 9: Project Resource Management<sup>3</sup>; Chapter 10: Project Communications Management<sup>4</sup>; PMI, 2023, PMP Exam Content Outline, Domain II: Process, Task 7: Plan and manage project/phase resources.

**NEW QUESTION 129**

A project team member is having difficulty delivering assigned tasks for a project that is at risk of being delayed. The main issue is that the team member does not understand a new system that was recently implemented. What should the project manager do?

- A. Escalate the team member's performance to the project sponsor.
- B. Ask the team member to learn the new system as on-the-job training.
- C. Issue a change request to extend the project schedule.
- D. Assign an experienced resource to support the team member.

**Answer: D**

**Explanation:**

According to the PMBOK® Guide, project resource management involves the processes of planning, acquiring, developing, managing, and controlling project resources. The project manager is responsible for ensuring that the project team members have the necessary skills, knowledge, and abilities to perform their assigned tasks. One of the tools and techniques for developing the project team is training, which includes formal or informal learning activities to enhance the competencies of the team members. The project manager should assign an experienced resource to support the team member who is having difficulty with the new system, and provide them with the appropriate training to help them understand and use the system effectively. This will help the project manager to improve the team member's performance, reduce the risk of delay, and increase the quality of the deliverables. References:

? PMBOK® Guide, Sixth Edition, Chapter 9: Project Resource Management, pp.313-360.

? PMP Exam Prep Coursebook, Chapter 9: Project Resource Management, pp. 9-1 - 9-16.

#### NEW QUESTION 131

A product owner is trying to understand how many of the user stories have been completed within a 2-week sprint. How should the project manager approach this situation?

- A. Invite the product owner to regular standup meetings.
- B. Use retrospectives to deliver the finished products.
- C. Have a face-to-face conversation with the product owner.
- D. Share the burndown chart with the product owner.

**Answer:** D

#### Explanation:

A burndown chart is a graphical tool that shows the amount of work remaining versus time for a sprint or a project. It helps the project team and the product owner to track the progress and identify any deviations from the planned scope, schedule, and budget. By sharing the burndown chart with the product owner, the project manager can provide a clear and transparent view of how many user stories have been completed and how many are still pending within the 2-week sprint. This way, the product owner can also monitor the team's velocity and adjust the product backlog accordingly. References:

? : Agile Practice Guide, page 61

? : A Guide to the Project Management Body of Knowledge (PMBOK Guide), Sixth Edition, page 211

#### NEW QUESTION 135

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

**Answer:** C

#### Explanation:

According to the Agile Practice Guide, one of the agile values is to respond to change over following a plan. This means that the project manager and the team should embrace changes and uncertainties, and find creative ways to overcome challenges and deliver value to the customer. In this case, the team faces a data access issue that prevents them from completing the current iteration. The project manager should guide the team to determine alternatives, such as finding another data source, modifying the requirements, or prioritizing other tasks. This way, the project manager can help the team to adapt to the situation and deliver a working product increment. Escalating the issue to the project sponsor or the IT manager, or moving the dependent task to the next iteration, are not agile responses, as they imply that the project manager and the team are relying on external authorities or postponing the problem, rather than finding a solution within the team. References: Agile Practice Guide, pages 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, and 22. PMP Question 330.

#### NEW QUESTION 138

A highly skilled team resource received a job offer and is leaving the project soon. What should the project manager do to maintain project performance while a new team member is being onboarded?

- A. Offer cross-training and mentoring to the new team member,
- B. Log a risk in the risk register and work with the new team member to mitigate it.
- C. Motivate the new team member to perform.
- D. Share project documents with the new team member,

**Answer:** A

#### Explanation:

= The project manager should offer cross-training and mentoring to the new team member to maintain project performance while a new team member is being onboarded. According to the PMBOK® Guide, cross-training is a technique that involves training team members in multiple skills so that they can perform more than one role on the project<sup>1</sup>. Mentoring is a technique that involves providing guidance and support to less experienced team members by more experienced team members<sup>1</sup>. Both techniques can help the new team member to learn the necessary skills and knowledge to perform the project tasks, and to integrate into the team culture. This way, the project manager can minimize the impact of losing a highly skilled team resource and maintain the project performance. The other options are not sufficient or appropriate for this situation, as they do not address the need to train and support the new team member.

? Logging a risk in the risk register and working with the new team member to mitigate it is a passive and reactive approach that does not help the new team member to acquire the skills and knowledge needed for the project.

? Motivating the new team member to perform is a general and vague action that does not specify how the project manager will help the new team member to perform the project tasks.

? Sharing project documents with the new team member is a necessary but not sufficient action that does not ensure that the new team member will understand and apply the information in the project documents.

References: 1: PMBOK® Guide, 7th edition, page 96.

#### NEW QUESTION 140

In a global project, the project manager has to plan and manage communication between the team members and stakeholders in order to ensure the project will remain on track and achieve its goals. What should the project manager do?

- A. Conduct an integration meeting among all stakeholders.
- B. Consider cultural differences among stakeholders.
- C. Understand how political aspects can affect the project.
- D. Schedule communication training for management-level stakeholders.

**Answer:** B

**Explanation:**

According to the PMBOK Guide, the project manager should consider cultural differences among stakeholders when planning and managing communication in a global project. Cultural differences can affect the communication preferences, styles, expectations, and behaviors of the stakeholders, and may lead to misunderstandings, conflicts, or misalignment of goals. The project manager should be aware of the cultural dimensions, such as power distance, uncertainty avoidance, individualism versus collectivism, masculinity versus femininity, and long-term versus short-term orientation, and how they influence the communication process. The project manager should also use appropriate communication methods, formats, languages, and etiquette to respect and accommodate the cultural diversity of the stakeholders. By considering cultural differences, the project manager can enhance the effectiveness, efficiency, and quality of the project communication, and foster trust, collaboration, and stakeholder satisfaction. References: PMBOK Guide, 6th edition, pages 29, 376, 377, 378, 379.

**NEW QUESTION 142**

An agile project is running its second iteration out of six. A marketing director, who is a key stakeholder, contacts the project lead for a highlevel report of the project.

What should the project lead do?

- A. Tell the stakeholder that a new report will be produced at the end of the iteration.
- B. Explain to the stakeholder that the key indicators are by iteration.
- C. Ask the product owner to develop the new report based on the iteration information.
- D. Develop the requested report based on the iteration information.

**Answer: B**

**Explanation:**

According to the PMBOK Guide 7th Edition, an agile project is a project that uses an adaptive, iterative, incremental, or agile approach to deliver value to the customer in a fast and flexible way. An agile project typically consists of several iterations, which are short cycles of work that produce a potentially releasable product increment. An agile project also uses key indicators, such as velocity, burnup, burndown, or cumulative flow, to measure and monitor the progress and performance of the project by iteration. Therefore, the project lead should explain to the stakeholder that the key indicators are by iteration, and provide the stakeholder with the relevant information that shows the current status and trends of the project. This will help to communicate the project information clearly and transparently, to align the stakeholder expectations and feedback, and to demonstrate the value delivered by the project. Telling the stakeholder that a new report will be produced, asking the product owner to develop the new report, or developing the requested report are not the best actions, as they may not suit the preferences, availability, or influence of the stakeholder, and they may not reflect the agile principles and practices of the project. References: PMBOK Guide 7th Edition, page 19-20.

**NEW QUESTION 146**

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

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

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

**Answer: C**

**Explanation:**

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

**NEW QUESTION 147**

Product implementation portions of a project are nearing completion. The project manager schedules a series of meetings to meet with the marketing management team. During the meeting, the marketing

manager tells the project manager that some key members of the department will not be available to work on the implementation for the next 3 months.

What should the project manager do?

- A. Cancel the meeting series until the marketing team provides a solution.
- B. Consult the project team and discuss the key team members' availability.
- C. Shift those key members and assign them to another project.
- D. Consult the resource management plan and escalate to the sponsor.

**Answer: D**

**Explanation:**

The resource management plan is a component of the project management plan that describes how the project resources are acquired, allocated, monitored, and controlled. It also defines the roles and responsibilities of the project team members and the reporting structure. The resource management plan is an important input for managing project resources and resolving resource conflicts. If the project manager faces a situation where some key resources are not available for the project, he or she should consult the resource management plan and escalate the issue to the sponsor or other appropriate stakeholders. The sponsor can help the project manager negotiate with the functional managers or other resource providers to secure the required resources for the project. The sponsor can also authorize changes to the project scope, schedule, or budget to accommodate the resource constraints. The other options are not appropriate because they do not address the root cause of the problem and may lead to further delays or risks for the project. References: PMBOK Guide, 7th edition, section 9.1.3.1, page 309; PMI, PMP Exam Content Outline, 2021, Domain II: Process, Task 5.

**NEW QUESTION 148**

DRAG DROP

A project manager in an automotive company is scheduling activities for a complex project. Some of the project requirements are fixed and some are flexible. Match the items on the left with the methodology on the right that the project manager is using.

Item	Methodology
Estimate "tire compound mixing" duration and include it in the project schedule	Agile
Assign story points to the stories in the backlog	Traditional
Get team members' support to estimate duration or complexity	Hybrid
Make sure each project phase ends when an iteration ends and vice versa	All Methodologies

- A. Mastered
- B. Not Mastered

Answer: A

Explanation:

Item	Methodology
Estimate "tire compound mixing" duration and include it in the project schedule	Assign story points to the stories in the backlog
Assign story points to the stories in the backlog	Estimate "tire compound mixing" duration and include it in the project schedule
Get team members' support to estimate duration or complexity	Make sure each project phase ends when an iteration ends and vice versa
Make sure each project phase ends when an iteration ends and vice versa	Get team members' support to estimate duration or complexity

NEW QUESTION 149

While following up on a deliverable, a team member expresses concern to the project manager about working with another team member. This team member states that the other team member, who is a functional manager, is often defensive and aggressive during meetings. How should the project manager handle this situation?

- A. Report the disruptive team member to the human resource (HR) department.
- B. Suggest that the team member ignore the disruptive team member and focus only on the work.
- C. Monitor the situation for a few weeks to determine if the disruptive team member's attitude changes.
- D. Encourage both team members to meet as soon as possible and resolve the problem.

Answer: D

Explanation:

= According to the PMBOK Guide, 7th edition, one of the project manager's roles is to facilitate collaboration among team members and stakeholders<sup>1</sup>. This includes resolving conflicts and promoting a positive team environment<sup>2</sup>. Therefore, the best option for the project manager is to encourage both team members to meet as soon as possible and resolve the problem. This way, the project manager can help them understand each other's perspectives, find common ground, and reach a mutually acceptable solution<sup>3</sup>. Reporting the disruptive team member to the HR department (option A) may escalate the conflict and damage the trust and relationship between the team members. Suggesting that the team member ignore the disruptive team member and focus only on the work (option B) may not address the root cause of the problem and may lead to further resentment and frustration. Monitoring the situation for a few weeks to determine if the disruptive team member's attitude changes (option C) may not be effective, as the conflict may worsen over time and affect the team's performance and morale. References: 1: PMBOK Guide, 7th edition, page 95 2: PMBOK Guide, 7th edition, page 97 3: PMBOK Guide, 7th edition, page 98

NEW QUESTION 152

The marketing team is transitioning to using hybrid approaches for their projects. The marketing director is not knowledgeable about hybrid methodologies, and the project manager needs the director's support as the marketing director is a key stakeholder. What should the project manager do to obtain the support?

- A. Mentor the marketing director on hybrid approaches.
- B. Ask the marketing director to participate in daily meetings.
- C. Train the marketing team and keep the director informed.
- D. Ask the marketing team members to coach the director.

Answer: A

**Explanation:**

According to the PMBOK Guide, a hybrid approach is a combination of serial and agile strategies that can be used for different phases or work packages of a project. A hybrid approach can provide flexibility, adaptability, and customer focus while maintaining some level of predictability and control. A project manager who uses a hybrid approach should have the knowledge and skills to apply both predictive and adaptive methods, as well as the ability to communicate and collaborate with different stakeholders who may have different expectations and preferences. The marketing director, as a key stakeholder, should be supportive of the project manager's choice of approach and understand the benefits and challenges of using a hybrid approach. The project manager should mentor the marketing director on hybrid approaches, which means providing guidance, advice, and feedback to help the director learn and improve. Mentoring is an interpersonal skill that a project manager should have, as it can enhance stakeholder engagement, trust, and satisfaction. The project manager should not ask the marketing director to participate in daily meetings, as this may be too frequent and disruptive for the director's schedule and responsibilities. The project manager should not train the marketing team and keep the director informed, as this may create a gap between the director and the team, and reduce the director's involvement and commitment. The project manager should not ask the marketing team members to coach the director, as this may undermine the project manager's authority and responsibility, and create role confusion and conflict among the team and the director. References: PMBOK Guide, 6th edition, pages 19, 25, 27, 56-57, 513-514.

**NEW QUESTION 155**

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

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

**Answer: B**

**Explanation:**

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

**NEW QUESTION 156**

A team is not delivering the committed work. Cards are not moving on the kanban board, and the burndown chart shows that the sprint progress is slow. What should the agile project manager do?

- A. Change the work in progress (WIP) limit to reflect the team's capacity.
- B. Discuss the performance with senior leadership.
- C. Meet with the project team members who are slow in delivering tasks.
- D. Consider the use of alternative performance metrics.

**Answer: A**

**Explanation:**

According to the Agile Practice Guide, kanban is an agile framework that uses a visual board to display the flow of work and limit the amount of work in progress (WIP) at each stage of the process. The WIP limit is a key element of kanban, as it helps to optimize the throughput and efficiency of the team, and to identify and resolve any bottlenecks or impediments. The agile project manager should change the WIP limit to reflect the team's capacity, based on the data from the kanban board and the burndown chart. This will help the team to focus on completing the most important tasks, reduce multitasking and waste, and improve the quality and delivery of the work. Changing the WIP limit is also consistent with the agile principle of responding to change over following a plan, as it allows the team to adapt to the current situation and customer needs. References:

- ? Agile Practice Guide, Chapter 5: Implementing Agile: Creating an Agile Environment, pp. 77-97.
- ? PMBOK® Guide, Sixth Edition, Chapter 6: Project Schedule Management, pp. 215-264.
- ? PMP Exam Prep Coursebook, Chapter 6: Project Schedule Management, pp. 6-1 - 6-22.

**NEW QUESTION 158**

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