PMI

Exam Questions PMP

Project Management Professional

NEW QUESTION 1
During the final stage of the launch for a new design, team members are having a conflict about some features of the design. What should the project manager do?

A. Ask the project sponsor to make the decision about the design features.
B. Call a stakeholder meeting along with team members and seek consensus.
C. Ask stakeholders to reduce the scope in order to meet project deadlines.
D. Review the design with the team members and propose a new launch date.

Answer: B

Explanation:
 The project manager should call a stakeholder meeting along with team members and seek consensus about the design features. This is because the project manager needs to resolve the conflict among the team members and ensure that the design meets the stakeholder expectations and requirements. The project manager should use conflict resolution techniques such as collaborating, compromising, or problem-solving to facilitate a constructive dialogue and reach a mutually acceptable agreement. The project manager should also consider the impact of the design features on the project scope, quality, schedule, and cost and communicate any changes or issues to the relevant stakeholders.
? Option A is not a good action, as asking the project sponsor to make the decision about the design features may not be appropriate or effective. It may also undermine the team members' autonomy, creativity, and ownership of their work. The project manager should try to involve the team members and other stakeholders in the decision-making process and not rely on the project sponsor's authority or influence.
? Option C is not a good action, as asking stakeholders to reduce the scope in order to meet project deadlines may not be feasible or desirable. It may also create dissatisfaction, confusion, and resistance among the stakeholders. The project manager should try to deliver the project scope as agreed and not change it without proper justification and approval.
? Option D is not a good action, as reviewing the design with the team members and proposing a new launch date may not be necessary or beneficial. It may also create additional risks, issues, and delays for the project. The project manager should try to launch the project as planned and not postpone it without proper justification and approval. References:
? [PMBOK Guide], 6th edition, page 386, section 10.3
? [PMP Exam Content Outline], page 12, task 4 under domain 3

NEW QUESTION 2
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 3
According to this burnup chart for the last 7-day sprint, what should the project lead address with the product owner and team?

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

Answer: C

Explanation:
 According to the Agile Practice Guide, a burnup chart is a graphical tool that shows the amount of work completed and the total amount of work in a project or sprint. It helps to visualize the progress and scope of the project or sprint, and to identify any changes or deviations that may occur. In this scenario, the burnup chart shows that the team has added new work to the sprint after it has started, as indicated by the upward slope of the total work line. This is a violation of the agile principle of delivering working software frequently and satisfying the customer through early and continuous delivery of valuable software. Adding new work to the sprint after it has started may disrupt the team's focus and flow, increase the complexity and uncertainty of the sprint, and compromise the quality and value of the deliverable. The project lead should address this issue with the product owner and the team, and remind them of the importance of respecting the sprint commitments and avoiding scope creep. The project lead should also help the product owner and the team to prioritize and refine the product backlog, and to plan and execute the sprints in a consistent and predictable manner. The project lead should also encourage the product owner and the team to communicate and collaborate effectively, and to seek and provide feedback regularly. Creating a burnup chart and mapping assumptions to impediments based on the impact to the project value (option C) is the best solution to the issue, as it demonstrates proactive and effective project integration and risk management. The team is not meeting the expectations of the product owner (option A) may not be true or fair, as the team may still be able to deliver the expected value and quality within the sprint timebox, despite the addition of new work. However, this option does not address the root cause of the issue or provide a constructive feedback to the product owner and the team. The product owner should not ask the team to change their sprint commitments (option B) may also be partially correct, as the product owner should respect the team's autonomy and capacity, and should not impose unrealistic or unnecessary changes to the sprint scope. However, this option does not consider the possibility that the team may have added new work to the sprint without the product owner's request or approval, or that the product

owner and the team may have agreed to change the sprint commitments based on new information or feedback. The team should have stopped on day 4 and started a new sprint (option D) may also be impractical or inefficient, as it may waste the time and effort that the team has already invested in the current sprint, and may create unnecessary overhead and disruption to the project flow. Stopping and starting anew sprint may also not guarantee the improvement of the project performance or delivery, unless the product owner and the team address the underlying issue of adding new work to the sprint after it has started. References: : Project Management Institute. (2017). Agile Practice Guide. Newtown Square, PA: Author1 : What is a Burn Up Chart & How to Create One | Atlassian 2 : What Is a Burn Up Chart In Agile Project Management1 : What Is a Burndown Chart? | Coursera 3

NEW QUESTION 4

A project has been running successfully for 2 months. At a regular project meeting, the team raises several potential obstacles to future progress. The obstacles include vendor delivery performance, technical performance of a subsystem, and conflict with another division of the organization.
What should the project manager do next?

A. Determine a change response to identify and resolve the obstacles to move the project forward.
B. Escalate the obstacles to the project sponsor for assistance with resolution.
C. Engage with the external stakeholders and the other division of the organization to resolve the issues.
D. Work with the team and others in the network to assess and prioritize the obstacles.

Answer: D

Explanation:
 The comprehensive and detailed explanation is as follows:
The project manager should work with the team and others in the network to assess and prioritize the obstacles, because this is part of the monitor and control project work process, which involves tracking, reviewing, and reporting the progress and performance of the project, and identifying and initiating change requests as necessary. The project manager should also use the perform integrated change control process to review and approve change requests, and update the project documents and plans accordingly.
The other options are not correct because:
? A. Determine a change response to identify and resolve the obstacles to move the project forward. This is not the next step, because the project manager should first assess and prioritize the obstacles before determining a change response. Moreover, the change response should be approved by the change control board before implementation.
? B. Escalate the obstacles to the project sponsor for assistance with resolution.
This is not the best option, because the project manager should try to resolve the obstacles within the project team and network first, before escalating them to the project sponsor or other senior management. Escalating the obstacles too soon may indicate a lack of leadership and problem-solving skills on the part of the project manager.
? C. Engage with the external stakeholders and the other division of the organization to resolve the issues. This is not the next step, because the project manager should first assess and prioritize the obstacles with the project team and network, and then determine the appropriate communication and stakeholder engagement strategies to resolve the issues. Engaging with the external stakeholders and the other division of the organization without a clear plan may lead to confusion and conflict.
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 ProjectManagement 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 3: The Role of the Project Manager : A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Sixth Edition, Chapter 13: Project Stakeholder Management

NEW QUESTION 5

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 6

Team members of a new scrum team are skilled and excited about the project, despite never having worked together before. The project leader requested an offsite team building activity to talk about the project and get familiar with each other, but the activity was not approved by the sponsor who is trying to save money. The project leader believes it is important to hold a team building activity to bring the team together.
What should the project leader do?

A. Explain the financial constraint and ask each team member to pay their own share for the event.
B. Use the office facilities and support to organize an interactive event for the team members in-house.
C. Tell the team that the event will be handled at the end of the project due to current financial constraints.
D. Bypass the event because the team members' seniority is enough to engage without further activities.

Answer: B

Explanation:

According to the PMBOK Guide 7th Edition, one of the principles of project management is to create a collaborative project team culture. This means that the project manager should foster a positive and supportive team environment, where team members can communicate openly, trust each other, and share their ideas and concerns. To create a collaborative project team culture, the project manager should organize team building activities that help the team members to get to know each other, to develop their

interpersonal skills, and to enhance their team performance. If the sponsor does not approve an offsite team building activity due to budget constraints, the project manager should use the office facilities and support to organize an interactive event for the team members in-house. This will help to achieve the same objectives of the team building activity, without incurring additional costs or compromising the project scope, schedule, or quality. Explaining the financial constraint and asking each team member to pay their own share, telling the team that the event will be handled at the end of the project, or bypassing the event are not the best actions, as they do not address the need to build trust and cohesion among the team members, and they may affect the team morale and motivation. References: PMBOK Guide 7th Edition, page 11-12.

NEW QUESTION 7
An intern is replacing a critical resource midway through a sprint. To help the intern get up to speed, the project manager assigns a senior engineer in the team as the intern's mentor. Two months later, the project goes into critical status, delaying the release milestone by a month.
What should the project manager have done to avoid this scenario?

A. Requested an experienced resource as a replacement
B. Convinced the critical resource to remain on the project
C. Allocated additional time for mentoring
D. Negotiated additional time to complete the project

Answer: C

Explanation:
According to the PMBOK Guide, 7th edition, one of the key principles for project delivery is to "enable team members and stakeholders to align their efforts and work as a team" (p. 13). Thisprinciple implies that the project manager should support the team members in developing their skills, knowledge, and capabilities, and provide them with the necessary resources, tools, and guidance. The project manager should have allocated additional time for mentoring the intern, as this would have helped the intern to learn from the senior engineer, gain confidence, and contribute effectively to the project. Requesting an experienced resource, convincing the critical resource, or negotiating additional time are not effective ways to handle the situation, as they do not address the root cause of the problem, which is the lack of adequate training and support for the intern. References: PMBOK Guide, 7th edition, p. 13; PMP Exam Content Outline, Domain II: Process, Task 6.

NEW QUESTION 8
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 9
A project involves exporting 150 packages to the customer. However, only 30 packages have been cleared by the customer for shipment. The logisticsmanager provided details to the customer 2 weeks ago and set up a weekly conference call to effectively communicate with them, but the customer has notbeen participating in the calls.
How should the project manager handle this situation?

A. Find the root cause of the issue and discuss the customer's current engagement.
B. Inform the customer that subsequent packages cannot be manufactured.
C. Request a change in the contract to include the shipment in the project management plan.
D. Request a delivery date extension from the customer.

Answer: A

Explanation:
According to the PMBOK Guide, a project manager is responsible for managing the communication with the project stakeholders, including the customer1.

Communication management involves planning, executing, monitoring, and controlling the information exchange among the project participants2. Communication management also involves identifying and resolving communication issues, such as misunderstandings, conflicts, or delays3.

In this scenario, the project manager is facing a communication issue with the customer, who has not cleared the shipment of 120 packages out of 150 and has not been participating in the weekly conference calls. This may affect the project schedule, budget, quality, and scope, as well as the customer satisfaction and relationship. The project manager should find the root cause of the issue and discuss the customer's current engagement, which means analyzing the factors that are preventing the customer from clearing the shipment and communicating effectively, and engaging the customer in a constructive dialogue to address the issue and restore the communication flow. Finding the root cause of the issue and discussing the customer's current engagement are examples of problem-solving and conflict management techniques, which are interpersonal skills that a project manager should have.

The project manager should not inform the customer that subsequent packages cannot be manufactured, as this may worsen the situation and damage the customer relationship. The project manager should not request a change in the contract to include the shipment in the project management plan, as this may not solve the communication issue and may create unnecessary changes and complications in the project scope and contract. The project manager should not request a delivery date extension from the customer, as this may not address the root cause of the issue and may affect the project performance and reputation. References: 1: PMBOK Guide, 6th edition, page 513. 2: PMBOK Guide, 6th edition, page 361. 3: PMBOK Guide, 6th edition, page 377. : PMBOK Guide, 6th edition, page 56.

NEW QUESTION 10

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 managermainly 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 11

Ateam 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 12

Afew key team members recently left the project team. The remaining members took time to understand the details and found it difficult to make progress. As a result, theproject schedule is seriouslydelayed.
What should the project manager do?

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

Answer: A

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

NEW QUESTION 13

By the end of the first sprint, a project lead notices that one of the team members is not performing very well. Which form of communication should the project lead use to handle the situation?

A. Informal written communication, such as a friendly reminder
B. Formal verbal communication, such as a conversation at the end of the sprint retrospective
C. Formal written communication, such as an email with a copy sent to the manager
D. Informal verbal communication, such as a conversation

Answer: D

Explanation:
According to the PMBOK Guide, 6th edition, page 368, communication can be classified into formal and informal, written and verbal, and vertical and horizontal, depending on the context, purpose, and audience of the message. Informal verbal communication, such as a conversation, is a type of communication that is spontaneous, casual, and flexible, and that can be used to exchange information, ideas, opinions, or feedback in a timely and direct manner. Informal verbal communication is suitable for handling a situation where a team member is not performing very well, as it can allow the project lead to express concern, empathy, and support, as well as to identify the root causes of the poor performance, and to explore possible solutions or improvements. Informal verbal communication can also help to maintain a positive and trusting relationship between the project lead and the team member, and to avoid any misunderstanding, resentment, or demotivation that may arise from more formal or written
communication. References:
? PMBOK Guide, 6th edition, page 368
? Free PMP Practice Exam Questions - 120 Sample Test Questions

NEW QUESTION 14
A risk was raised during the initiation of a project. The supplier discontinued software support for one of the project's required inputs. The project manager planned a reserve budget to allow the project to
continue in the event of this occurrence. What should the project manager do?

A. Ask the supplier to continue providing software support until the end of the project.
B. Inform the sponsor that the risk has been realized and that a decision has to be made for the project to continue.
C. Tell the project team to stop work, as software support will be canceled and the project cannot continue.
D. Advise the supplier that the sponsor will pay for software support as previously planned.

Answer: B

Explanation:
According to the PMBOK Guide, the project manager is responsible for planning, implementing, and monitoring risk responses throughout the project life cycle. One of the tools and techniques for implementing risk responses is contingency reserves, which are funds or time allocated for known risks that may affect the project objectives. Contingency reserves can help the project manager mitigate the impact of risks, as well as provide flexibility and options for the project. In this scenario, a risk was raised during the initiation of a project, that the supplier discontinued software support for one of the project's required inputs. The project manager planned a reserve budget to allow the project to continue in the event of this occurrence. However, when the risk is realized, the project manager should not assume that the reserve budget is sufficient or appropriate to deal with the situation. The project manager should inform the sponsor that the risk has been realized and that a decision has to be made for the project to continue, using contingency reserves as a tool. This option can help the project manager communicate the status and impact of the risk, as well as seek the sponsor's guidance and approval for using the reserve budget or any other alternative actions. Asking the supplier to continue providing software support, telling the project team to stop work, or advising the supplier that the sponsor will pay for software support are not the best options, as they do not address the issue of risk response implementation, or may be unrealistic or ineffective to resolve the situation. References: PMBOK Guide, 7th edition, pages 263-264, 11.4 Implement Risk Responses.

NEW QUESTION 15
A large project is affecting the neighborhood in which it is located. The neighbors are not satisfied with the project, and their resistance to the project may affect the project deadline.
What two actions should the project manager take? (Choose two.)

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

Answer: AD

Explanation:
= The project manager should take a proactive and collaborative approach to deal with the neighborhood resistance, which is a potential risk to the project. The project manager should analyze the situation and find out the root cause of the negative attitude, such as noise, pollution, traffic, safety, or other concerns. The project manager should also set up a meeting with the neighborhood representatives to win their cooperation and support, by addressing their issues, providing information, offering benefits, or negotiating solutions. Asking the customer to extend the deadline, asking the mayor to intervene, or sending letters to the neighbors are not effective actions, as they may escalate the conflict, damage the relationship, or ignore the problem. References:
? PMBOK® Guide 7th Edition, Chapter 8: Stakeholder Performance, Section 8.2: Engage Stakeholders, Page 205
? PMBOK® Guide 6th Edition, Chapter 13: Stakeholder Management, Section 13.3: Manage Stakeholder Engagement, Page 523
? Agile Practice Guide, Chapter 3: Implementing Agile: Creating an Agile Environment, Section 3.3: Customer Engagement Practices, Page 37

NEW QUESTION 16
A project manager is working on multiple building construction projects using a predictive project management approach. Senior leadership within the organization is promoting the inclusion of more agile practices into the current project methodologies. The project sponsor now wants the projects to use
more agile methodologies.
Before mandating any agile methods to be used in a project, what should the project manager do first?

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

Answer: D

Explanation:
According to the Agile Practice Guide, one of the agile principles is to "respect the current state of the organization's culture". This means that the project manager should understand the existing organizational culture and values, and how they may affect the adoption of agile methods. The Agile Practice Guide also states that "agile transformation is a significant change initiative that requires a shift in mindset, behaviors, and practices". The project manager should assess the organizational culture and readiness for the transformation, and identify the potential benefits, challenges, and risks of using agile methods. The project manager should also engage the stakeholders and the project team in the change process, and provide them with the necessary support and guidance.
Therefore, the best answer is D. References: Agile Practice Guide, pages 9, 10, 25, 26, 27.

NEW QUESTION 17
A project manager is in the middle of handling a major upgrade to an existing product. The project manager learns that the resources initially promised as part of the project are being moved to another priority project.
What should the project manager do?

A. Retrieve the documentation that shows the resource allocation.
B. Adopt a resource leveling procedure to level the resources.
C. Examine ways of modifying the scope of the project.
D. Perform an impact analysis to see the effect on the project.

Answer: D

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 18
A project manager manages multiple information technology (IT) projects in a matrix organization. The project manager schedules a meeting with one of the functional managers to coordinate testing support
for two software development projects. Unfortunately, the functional manager is not able to attend the meeting and informs the project manager that there may not be any resources available to test the
software.
What should the project manager do?

A. Meet with a procurement specialist fo negotiate with a company that specializes in software testing to test the software.
B. Request a meeting with the sponsor to change the scope to allow the development team to conduct testing.
C. Discuss the testing requirements with a test engineer and negotiate the best approach to test the newly developed software.
D. Meet with the project team to collaboratively determine how the project manager can ensure the needed testing assistance is obtained.

Answer: D

Explanation:
According to the PMBOK® Guide, testing is a quality control process that involves verifying that a product, service, or result meets the specified requirements and standards. Testing is an essential activity in software development projects, as it helps to ensure the functionality, reliability, usability, and security of the software. Testing can be performed at different levels and stages of the software development life cycle, such as unit testing, integration testing, system testing, acceptance testing, etc. Testing can be done by different roles and stakeholders, such as developers, testers, customers, users, etc.
In this question, the project manager is managing multiple IT projects in a matrix organization, where the project team members are shared with other projects or functional units. The project manager schedules a meeting with one of the functional managers to coordinate testing support for two software development projects. However, the functional manager is not able to attend the meeting and informs the project manager that there may not be any resources available to test the software. This can create a problem for the project manager and the project team, as it may affect the quality, scope, schedule, and cost of the projects. To resolve this issue, the project manager should take the following action:
? Meet with the project team to collaboratively determine how the project manager can ensure the needed testing assistance is obtained. The project manager should communicate with the project team members and discuss the testing requirements, expectations, and constraints for the two software development projects. The project manager should also involve the project team members in identifying and evaluating the possible alternatives and solutions to obtain the testing support, such as reallocating the existing resources, requesting additional resources, outsourcing the testing activities, modifying the testing plan, etc. The project manager should also facilitate the decision-making process and select the best option that meets the project objectives and stakeholder needs. This will help to ensure the quality and success of the software development projects, and to foster a collaborative and participative environment within the project team.
The other options are not correct because they do not provide a valid way to resolve the issue of testing support. Option A is wrong because it suggests that the project manager should meet with a procurement specialist to negotiate with a company that specializes in software testing, without consulting with the project team or the customer. This would be premature, costly, and risky, as it may not align with the project scope, budget, schedule, or quality requirements. Option B is wrong because it implies that the project manager should request a meeting with the sponsor to change the scope to allow the development team to conduct testing, without exploring other alternatives or solutions. This would be impractical, ineffective, and inefficient, as it may not ensure the quality and reliability of the software, and may increase the workload and responsibility of the development team. Option C is wrong because it assumes that the project manager can discuss the testing requirements with a test engineer and negotiate the best approach to test the newly developed software, without involving the project team or the functional manager. This would be inappropriate, incomplete, and inaccurate, as it may not reflect the actual testing needs and expectations of the projects, and may create conflict or confusion among the stakeholders. References:
? PMBOK® Guide, 6th edition, pages 286-287, 318-319, 374-375
? Software Testing - Project Management Knowledge
? Software Testing - Project Management Institute
? Software Testing in Project Management
? Project Management for Software Testing

NEW QUESTION 19
A hybrid project has just deployed, and the project manager is planning project closure with lessons learned workshops. A key stakeholder informs the project

manager that having the Scrum team in the workshops is a waste of time because the project was delivered successfully.
What should the project manager do?

A. Ask the scrum master to attend the workshops.
B. Ask the Scrum team members to share retrospectives.
C. Invite the Scrum team members as mandatory participants.
D. Invite the Scrum team members as optional participants

Answer: B

Explanation:
 The project manager should ask the Scrum team members to share retrospectives because they can provide valuable insights and feedback on the project performance,processes, and practices. Retrospectives are an agile technique that helps teams to identify what went well, what can be improved, and what actions can be taken to enhance future performance. By asking the Scrum team members to share retrospectives, the project manager can facilitate a collaborative and constructive learning environment, and capture the lessons learned from both the agile and traditional aspects of the hybrid project. This can also help to increase the stakeholder's appreciation and understanding of the Scrum team's contribution and value to the project. References:
? A Guide to the Project Management Body of Knowledge (PMBOK® Guide) –Seventh Edition, Chapter 3.2.4, page 57
? Agile Practice Guide, Chapter 3.3.2, page 48
? PMP Exam Content Outline, Domain III: Executing, Task 9

NEW QUESTION 20
A product owner is invited to a sprint review meeting. At the end of the review, the product owner says that the increment is ready to be delivered to the customer.
What conclusion should the project manager come to with regard to the product owner's statement?

A. The product owner has evaluated the product against the definition of done (DoD).
B. The product owner will release the product to customers without showing them a demo.
C. The product owner does not have visibility into what the team has done in the product increment.
D. The product owner trusts the team and is marking the product as complete.

Answer: A

Explanation:
 According to the PMBOK® Guide, a sprint review is a scrum event in which the scrum team and the product owner inspect the product increment and adapt the product backlog if needed. The product increment is the sum of all the product backlog items completed during a sprint and the value of the increments of all previous sprints. The product owner is responsible for determining whether the product increment meets the definition of done (DoD), which is a shared understanding of what it means for work to be complete. The DoD is used to assess when a product backlog item or an increment is done. The product owner also decides when to release the product increment to the customer, based on the feedback received from the stakeholders during the sprint review. In this question, the product owner says that the increment is ready to be delivered to the customer at the end of the sprint review. This implies that the product owner has evaluated the product increment against the DoD and found it to be acceptable. The product owner may also have received positive feedback from the stakeholders who attended the sprint review. Therefore, the project manager should conclude that the product owner has fulfilled their role and responsibility in the sprint review, and is satisfied with the quality and value of the product increment.
The other options are not correct because they do not reflect the purpose and outcome of the sprint review. Option B is wrong because it suggests that the product owner willbypass the sprint review and not seek feedback from the stakeholders. This would violate the scrum principles of transparency, inspection, and adaptation. Option C is wrong because it implies that the product owner is not involved in the development process and does not collaborate with the scrum team. This would contradict the scrum values of commitment, focus, and respect. Option D is wrong because it indicates that the product owner is not verifying the product increment against the DoD and the acceptance criteria. This would compromise the quality and value of the product. References:
? PMBOK® Guide, 6th edition, pages 206-207, 540-541
? Sprint Review: What It Is and How To Run One Effectively
? Project Management Sprints: Methods, Steps, Best Strategies

NEW QUESTION 21
In a complex development project with many clients and team members, there have been delays in completing the required work. What should the project manager do?

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

Answer: C

Explanation:
 The project manager should work with the team to develop a risk response plan to address the delays in completing the required work. A risk response plan is a document that describes the actions to be taken to reduce the probability and/or impact of identified risks on the project objectives1. The project manager and the team should identify the root causes of the delays, assess their impact on the project schedule, cost, and quality, and determine the appropriate strategies to avoid, mitigate, transfer, or accept the risks2. Empowering the team members to do their work (A) may not be sufficient or effective, as the team may not have the skills, resources, or authority to deal with the delays. Informing the project sponsor about the situation (B) may be a good communication practice, but it does not solve the problem or prevent it from recurring. Sending an email to HR about the situation (D) may not be relevant or helpful, as HR may not have the responsibility or capability to address the delays. References: 1: PMBOK Guide, 6th Edition, p. 3952: Top 60+ PMP Exam Questions and Answers for 2023 - KnowledgeHut

NEW QUESTION 22
A project using a hybrid approach to migrate from a current system to a new and enhanced system is underway. The plan is to migrate the system in stages.
However, the operations team is complaining that they are not ready to start supporting the new system.
How should the project manager effectively approach this situation?

A. Create a lessons learned register to include operations team training for future projects.
B. include knowledge transfer sessions between the project and operations team at every stage
C. Change the project management plan to add a final stage for product handoff to the operations team.
D. Prepare detailed documentation to be shared with the operations team during project closure

Answer: B

Explanation:
According to the PMBOK Guide, a project manager should manage the transition of the project deliverables to the operations team and ensure that they have the necessary skills andknowledge to support the new system. A project using a hybrid approach to migrate from a current system to a new and enhanced system in stages should include knowledge transfer sessions between the project and operations team at every stage. This can help the operations team to understand the features, functions, and benefits of the new system, as well as the potential issues, risks, and changes that may arise during the migration. This can also help the project team to obtain feedback, validation, and acceptance from the operations team. Including knowledge transfer sessions is the best option, as it can improve the readiness, confidence, and satisfaction of the operations team. Creating a lessons learned register, changing the project management plan, or preparing detailed documentation are not the best options, as they do not address the immediate concern of the operations team and may not provide enough information or interaction to ensure a smooth transition. References: PMBOK Guide, 7th edition, page 214-215, 218-219.

NEW QUESTION 23
A project sponsor is promoting the use of a new technology that has not yet been approved. The technology guarantees cost savings and a delivery ahead of schedule. However, the operational support atproject completion is uncertain as the service organization expressed an inability to provide support without approval of the new technology.
What should the project manager do to resolve the conflict?

A. Acknowledge the lack of approval and focus on a resolution that will benefit the customer.
B. Maintain and adhere to project plans to ensure the project delivers successful outcomes.
C. Seek to understand the project stakeholders' needs in an effort to support the new technology.
D. Communicate the project's progress to the stakeholders and promote the new technology.

Answer: A

Explanation:
According to the Project Management Professional (PMP) Reference Materials, the project manager should acknowledge the lack of approval and focus on a resolution that will benefit the customer when a project sponsor is promoting the use of a new technology that has not yet been approved, and the operational support at project completion is uncertain. This is because the project manager needs to balance the interests and expectations of the project sponsor, the customer, and the service organization, and ensure that the project delivers value and quality to the customer. By acknowledging the lack of approval, the project manager can show respect and understanding to the service organization, and avoid further conflicts or risks. By focusing on a resolution that will benefit the customer, the project manager can work with the project sponsor and the service organization to find a way to implement the new technology without compromising the project scope, schedule, budget, or quality. The project manager can also seek the customer's feedback and approval on the use of the new technology, and ensure that the customer's needs and requirements are met. Acknowledging the lack of approval and focusing on a resolution that will benefit the customer can help the project manager to resolve the conflict in a constructive and collaborative way, and deliver a successful project outcome. References: Project Management Professional (PMP) Exam Content Outline, A Guide to the Project Management Body of Knowledge (PMBOK Guide) - Seventh Edition, What Is a Project Sponsor? Roles & Responsibilities, Project sponsorship - Project Management Institute.

NEW QUESTION 24
A project sponsor has requested that the project manager reprioritize the team's tasks to include a feature that is not part of the minimum viable product (MVP) for the project. Although the project sponsor isvery keen on the feature, adding it has the potential of causing team burnout and/or delaying the release.
How should the project manager address this situation?

A. Ensure the feature's tasks are included in the iteration backlog, explain to the sponsor the consequences of the request, and ask the team to deliver the feature in the current iteration.
B. Ensure the feature has been included in the product backlog, then hold a meeting with the team and sponsor to determine how to deliver the feature within the current iteration.
C. Ensure the feature is included in the iteration backlog, ask the team to work on the current tasks first, and include the new tasks after those tasks are completed.
D. Ensure the feature has been included in the product backlog, explain to the sponsor the consequences of the request, and ask the team to include the features tasks in the next iteration.

Answer: D

Explanation:
The product backlog is a prioritized list of features and requirements that the project team needs to deliver. The iteration backlog is a subset of the product backlog that the team commits to complete in a given iteration. Adding a feature that is not part of the MVP to the iteration backlog can disrupt the team's workflow and compromise the quality of the deliverables. Therefore, the project manager should ensure that the feature is added to the product backlog, explain to the sponsor the impact of the request on the team's performance and the project schedule, and ask the team to include the feature's tasks in the next iteration, after they have completed the current iteration's tasks. This way, the project manager can balance the sponsor's expectations and the team's capacity, while maintaining the project's scope and quality. References: PMBOK Guide, PMI Study Hall, PMP Question Bank PMBOK Guide, 7th edition, pages 128-129, 132-133 : https://www.pmi.org/pmbok-guide- standards/foundational/pmbok

NEW QUESTION 25
A project manager has been hired to lead a governance consulting project that is in the initial phase. The project manager has been assigned to evaluate the supplier search activity. There are many interested
candidates, including former suppliers and suppliers recommended by the sponsor. What should the project manager do in this situation?

A. Evaluate the suppliers based on their experience and skills in similar projects.
B. Prioritize evaluation of the suppliers recommended by the sponsor.
C. Evaluate suppliers who have worked successfully with the company before.
D. Request the contracting area take charge of the supplier evaluation process.

Answer: A

Explanation:
According to the PMBOK® Guide, the project manager is responsible for conducting the procurements, which includes planning, conducting, controlling, and closing the procurement activities1. One of the key processes in conducting procurements is source selection, which involves evaluating the proposals or bids from potential suppliers and selecting the most qualified one2. The project manager should use fair and transparent criteria to evaluate the suppliers, such as their experience, skills, technical approach, quality, cost, schedule, and risk3. The project manager should not prioritize or favor any supplier based on the sponsor's

recommendation, the previous relationship with the company, or the contracting area's preference. The project manager should act ethically and professionally in the procurement process and ensure that the best interests of the project and the organization are met4. References: 1: PMBOK® Guide, 6th edition, p. 459 2: PMBOK® Guide, 6th edition, p. 476 3: PMBOK® Guide, 6th edition, p. 477 4: PMI Code of Ethics and Professional Conduct, Section 2.2.1

NEW QUESTION 26
During a project gate review meeting, it is identified that one of the project deliverables will require corrective actions to meet the project quality requirements. What should the project manager do first?

A. Identify the resources that were responsible for the deliverable and request a team development plan.
B. Update the risk register and implement the approved risk response plan for quality deviations.
C. Update the issue log, identify the involved stakeholders, and assign resources to the corrective actions.
D. Submit a change request to update the project quality requirements for the involved project deliverable.

Answer: C

Explanation:
 According to the Project Management Professional (PMP) Reference Materials, the first thing that the project manager should do when a project deliverable requires corrective actions to meet the project quality requirements is to update the issue log, identify the involved stakeholders, and assign resources to the corrective actions. This is because the issue log is a tool that records and tracks any issues that arise during the project, such as quality deviations, and how they are resolved. By updating the issue log, the project manager can document the problem, its impact, and the actions taken to address it. The project manager can also use the issue log to communicate the issue to the relevant stakeholders, such as the project sponsor, the customer, the team members, and the quality assurance personnel, and obtain their feedback and approval. The project manager can also assign the appropriate resources, such as staff, equipment, or budget, to implement the corrective actions and ensure that the project deliverable meets the quality requirements. Updating the issue log, identifying the involved stakeholders, and assigning resources to the corrective actions can help the project manager to manage the quality deviation in a timely and effective manner, and prevent further delays or defects in the project. References: Project Management Professional (PMP) Exam ContentOutline, A Guide to the Project Management Body of Knowledge (PMBOK Guide) - Seventh Edition, Issue Log.

NEW QUESTION 27
A project manager is working on an agile project. The organization decided to implement the Scrum framework. The project manager organized a workshop to explain the differences between traditional project artifacts and the Scrum approach. The most frequent question raised is what artifact will replace the project schedule. What should be the project manager's response?

A. Sprint backlog and scrum board
B. Product backlog and scrum board
C. Product roadmap and sprint backlog
D. Sprint plan and product roadmap

Answer: C

Explanation:
 In the Scrum framework, the project schedule is replaced by two artifacts: the product roadmap and the sprint backlog. The product roadmap is a high-level overview of the product vision, goals, features, and milestones. It provides a long-term direction and alignment for the project. The sprint backlog is a list of tasks that the team commits to complete in a sprint, which is a short iteration of work. It provides a short-term plan and focus for the project. The sprint backlog and the scrum board (A) are not enough, as they do not show the big picture and the long-term objectives of the project. The product backlog and the scrum board (B) are not correct, as the product backlog is a list of user stories or requirements that are prioritized by the product owner, not a schedule. The sprint plan and the product roadmap (D) are not accurate, as the sprint plan is a document that describes the scope, objectives, and deliverables of asprint, not an artifact that replaces the project schedule. References: Agile Practice Guide, pages 17-18, 21-22, 77-78; PMP Examination Content Outline, pages 9-10, 13-14.

NEW QUESTION 28
An agile project manager has started working in a company that builds shopping centers. The project manager wants to implement some agilepractices, which are relevantto the project.
What should the project manager do to gain buy-in from the different stakeholders?

A. Organize a meeting with relevant stakeholders explaining the benefits of agile and the practices relevant for the project.
B. Send the project management plan, which includes the suggested agile practices, to the stakeholders.
C. Organize a meeting with a consultant to provide training to the stakeholders on agile practices.
D. Ask the project management office (PMO) to get buy-in from the stakeholders because agile is an approach that differs from their previous ways of working.

Answer: A

Explanation:
 According to the PMBOK Guide, agile is a way of thinking and working that is based on values, principles, and practices that enable the delivery of high-quality products that meet customer needs and expectations. Agile emphasizes collaboration, flexibility, feedback, and continuous improvement. Agile practices can be applied to any type of project, but they are particularly suitable for projects that have high uncertainty, complexity, and change. In this scenario, the project manager should organize a meeting with relevant stakeholders explaining the benefits of agile and the practices relevant for the project, as this can help to create a shared understanding of the project vision, goals, and approach, as well as to address any concerns, questions, or resistance that the stakeholders may have. Sending the project management plan,organizing a meeting with a consultant, or asking the PMO to get buy-in are not the best options, as they may not involve the stakeholders directly, or may not provide enough information, guidance, or support for the stakeholders to adopt agile practices. References: = PMBOK Guide, 7th edition, pages 14- 15, 18-19, 22-23.

NEW QUESTION 29
At the end of a project with multiple suppliers, the project manager is reviewing the closing process and finds that an unexpected financial balance is remaining. What will help the project manager understand why this has occurred?

A. Project audit
B. Procurement audit
C. Lessons learned
D. Organizational process assets (OPAs)

Answer: B

Explanation:
procurement audit is a process that reviews the contracts and contracting processes of a project to determine the completeness, efficacy, and accuracy of the procurement process. It helps identify the lessons learned, best practices, and areas for improvement in procurement management. A procurement audit can help the project manager understand why there is an unexpected financial balance remaining at the end of a project with multiple suppliers, as it can reveal any errors, discrepancies, or inefficiencies in the procurement process that may have affected the project budget. References:
? PMI, A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, p. 487.
? Project Victor, What is a procurement audit?, accessed on December 18, 2023.
? Project Management Knowledge, Procurement Audits, accessed on December 18, 2023.

NEW QUESTION 30
Some of the team members who are working on a new software tool are in a public space, arguing over a new feature being coded instead of completingthe coding. How should the project manager handle this situation and get the team to complete the task?

A. Bring the team members to the meeting room to discuss the new feature and to reach a common understanding of the necessary coding.
B. Contact the human resources (HR) department to tell them there is an argument in a public space and that they need to intervene immediately.
C. Engage in the conversation in the public space by telling them the expectations of the feature and advise them to return to their workspace.
D. Listen to the argument from a nearby location to understand the situation, then offer insight into the features when the team is calm.

Answer: A

Explanation:
The project manager should handle this situation by usingconflict resolution techniques to facilitate a constructive dialogue among the team members and reach a consensus on the new feature. According to the PMBOK® Guide, conflict resolution techniques include problem-solving, compromising, smoothing, forcing, and withdrawing1. In this case, problem-solving is the most appropriate technique, as it involves analyzing the root cause of the conflict and finding a mutually beneficial solution1. Bringing the team members to the meeting room is an example of problem- solving, as it allows the project manager to address the issue in a private and respectful manner, and to clarify the expectations and requirements of the new feature. This way, the project manager can resolve the conflict and get the team to complete the task. References: 1: PMBOK® Guide, 7th edition, page 95.

NEW QUESTION 31
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