PMP

Exam Questions PMP

Project Management Professional

NEW QUESTION 1
A client wants to create an innovative software for the travel industry using an agile approach. A project manager from the company was assigned to work on the details and estimates as requested by the client.
What should the project manager do before sending the information to the client?

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

Answer: D

Explanation:
 The project manager should work with the team to understand their views and add the appropriate dependencies and risks before sending the information to the client because this is consistent with the agile principles and values. The agile approach emphasizes collaboration, communication, and feedback among the project team and stakeholders. The project manager should involve the team in the estimation and planning process, as they have the best knowledge and experience of the work to be done. The project manager should also identify and analyze the dependencies and risks that may affect the project scope, schedule, cost, and quality, and communicate them to the client. This will help to establish trust, transparency, and alignment between the project team and the client, and enable them to respond to changes and uncertainties
effectively. References:
? A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition, Chapter 2.2.2, page 28
? Agile Practice Guide, Chapter 2.1.1, page 14
? PMP Exam Content Outline, Domain II: Planning, Task 2

NEW QUESTION 2
A project manager is working on a project that is required to deliver value on an incremental basis. Which action should the project manager take to enable successful project execution?

A. Engage with the project sponsor to understand the scope.
B. Develop a comprehensive set of requirements.
C. Create a project schedule containing milestones.
D. Identify the tangible and intangible benefits.

Answer: D

Explanation:
 According to the PMP reference materials, a project that is required to deliver value on an incremental basis should follow the agile project management approach12. This approach emphasizes delivering working product frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale3. To enable successful project execution, the project manager should identify the tangible and intangible benefits that each product increment will deliver to the customer and the organization4. This will help the project manager prioritize the product features, plan the iterations, and measure the progress and value of the project4. The other options are not the best actions to take for an incremental project, as they may not align with the agile principles and practices. Engaging with the project sponsor to understand the scope (A) is important, but not sufficient, as the scope may change or evolve based on customer feedback and changing requirements. Developing a comprehensive set ofrequirements (B) is not advisable, as it may lead to over-analysis and delay the delivery of value. Creating a project schedule containing milestones © is not consistent with the agile approach, as it may impose rigid constraints and limit the flexibility and adaptablity of the project
team. References: 1: The Agile Project Management Approach - Project Management Institute 2: Agile best practices for incremental delivery | Hexaware 3: Incremental Delivery and the Principles of the Agile Manifesto | Scrum.org 4: PMP Q #44- Delivering Value Incrementally - iZenBridge

NEW QUESTION 3
During the early phase of a project, the requirements documentation was not approved. It was identified that the leader of a user partywas not included in any of therequirements collection communications.
Which of the documents was likely missed or outdated?

A. Stakeholder Register
B. Business Documentation
C. Project Charter
D. Risk Register

Answer: A

Explanation:
 The stakeholder register is a document that identifies and analyzes the project stakeholders, their roles, interests, expectations, influence, and communication requirements1. It is an output of the identify stakeholders process, which is performed during the early phase of a project2. If the leader of a user party was not included in any of the requirements collection communications, it means that the stakeholder register was likely missed or outdated, and the stakeholder analysis was not performed properly. This could lead to unmet stakeholder needs, conflicts, delays, or rework3. References:
? 1: A Guide to the Project Management Body of Knowledge (PMBOK® Guide) –
Seventh Edition, Chapter 13, Section 13.1.3.1
? 2: A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition, Chapter 13, Section 13.1.1
? 3: A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition, Chapter 13, Section 13.1.2

NEW QUESTION 4
A project manager has been selected to deliver one of an organization's key flagship solutions. Critical success factors include agility, market adaptation,and a quick response to market offerings.
What is one of the key activities that the project manager should undertake to ensure company success?

A. Request more funding from the project sponsor to hire additional skilled resources and to incorporate additional quality in the project deliveryapproach and outcome.
B. Conduct periodical reviews of the project plans, objectives, and deliverables to ensure all relevant data are captured to continue making informedproject

decisions.
C. Create a business case after performing a market review, and then submit it to the sponsor to modify the project deliverable to meet the newly definedobjectives.
D. Review the project objectives with the project sponsor to agree on more realistic and achievable project plans and deliverables.

Answer: B

Explanation:
For a project that requires agility, market adaptation, and a quick response to market offerings, the project manager should conduct periodical reviews of the project plans, objectives, and deliverables to ensure all relevant data are captured to continue making informed project decisions. This will help the project manager to monitor the project performance, identify and respond to changes, and deliver value to the customer. The other options are not as effective or appropriate as the correct answer, as they may increase the project cost, scope, or risk, or compromise the project quality or customer satisfaction. References: PMBOK Guide, 7th edition, page 30-31, 34-35, 40-41.

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 unnecessarydelays. 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 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, ornot 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 theprofitability 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 7
A technician is scheduled to install internet service at the homes of three remote call center agents who have different working schedules. Their functional managers arranged time off to allow time for installation and testing. The carrier sends an email to the project manager stating that one appointment is delayed for 2 days.
What does the project manager need to do now?

A. Inform the project team only.
B. Inform the product owner.
C. Inform the relevant stakeholders.
D. Inform the project sponsor.

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 methods, which include interactive, push, and pull communication. The project manager should inform the relevant stakeholders about the delay in the installation of the internet service, using the appropriate communication method for each stakeholder group. The relevant stakeholders include the call center agents, their functional managers, the carrier, and any other parties that are affected byor interested in the project. Informing the relevant stakeholders will help the project manager to manage their expectations, avoid confusion or conflict, and maintain good relationships. 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 8
A project team is executing a project to replace an existing system with a new one. A new project manager has been hired and observes that the team consist of professionalswho have worked with the oldersystem, and others who have little previous experience.
What should the project manager do to ensure project success?

A. Evaluate the current effectiveness of the team and define development needs.
B. Assign team member roles and responsibilities based on past experience.
C. Request a performance assessment for the team from the functional manager.
D. Allow each team member to use their individual strengths for project success.

Answer: A

Explanation:
According to the PMBOK® Guide, project performance reporting is the process of collecting, analyzing, and communicating information on the project progress and status to the project stakeholders. Project performance reporting involves the use of various tools and techniques, such as earned value management (EVM), variance analysis, trend analysis, forecasting, and performance reviews. Project performance reporting helps the project manager and the project team to monitor and control the project performance, identify and resolve issues, manage risks and changes, and implement corrective and preventive actions.
In this question, the project manager has to report the project's monthly performance to the project steering committee, based on the information provided. The information shows that the actual progress of the project is 2 units, while the planned progress is 3 units. This means that the project is behind schedule, and has not achieved the expected level of work completion. The information also shows that the actual cost of the project is 2 units, while the budgeted cost is 3 units. This means that the project is under the planned expenditure, and has spent less than the expected amount of money. The project manager should use EVM to calculate the schedule variance (SV) and the cost variance (CV) of the project, and compare them with the baseline values. The SV is the difference between the earned value (EV) and the planned value (PV) of the project, and indicates how much ahead or behind schedule the project is. The CV is the difference between the EV and the actual cost (AC) of the project, and indicates how much over or under budget the project is. The EV is the value of the work actually performed by the project. Based on the information given, the EV can be calculated as follows:
$EV = (AC / PV) \times PV = (2 / 3) \times 3 = 2$ units
The SV and CV can then be calculated as follows: $SV = EV - PV = 2 - 3 = -1$ unit
$CV = EV - AC = 2 - 2 = 0$ unit
The negative SV indicates that the project is behind schedule, and the zero CV indicates that the project is on budget. The project manager should report these values to the project steering committee, and explain the reasons and impacts of the schedule variance. The project manager should also report the actions taken or planned to expedite the delayed activities, and to bring the project back on track. The project manager should not claim that the project has a cost savings, as this may not reflect the true value of the project, and may not compensate for the schedule delay. The project manager should also not suggest that no further actions should be taken, as this may imply a lack of concern or responsibility for the project performance.
Therefore, the best statement that the project manager should make to the project steering committee is:
* C. The project is currently behind schedule with a corresponding lower cost, and every effort is being made to expedite the delayed activities.
References:
? PMBOK® Guide, 6th edition, pages 260-261, 267-268, 333-334
? Project Performance Reporting: Key Performance Reports
? Project Management Tools & Templates
? ProjectManagement.com - PMO Monthly Status Report
? How to Write an Effective Monthly Report [+ Templates]
? Project Management Monthly Reporting Procedure & Formats

NEW QUESTION 9
In a project, one core team member tends to do all the work and ensures all tasks are completed. This core team member is soon leaving the project, which may make the project vulnerable.
What should the project manager do?

A. Ask human resources (HR) to counsel the team member to balance the workload.
B. Assess a mechanism for knowledge transfer among the team members.
C. Ensure the activities of this team member are distributed across the project team.
D. Motivate the team member to stay by providing them with incentives.

Answer: B

Explanation:
= The project manager should assess a mechanism for knowledge transfer among the team members, as this is the best way to ensure that the project continuity and quality are not compromised when the core team member leaves. The project manager should identify the critical knowledge and skills that the team member possesses, and plan how to share them with the rest of the team. The project manager should also monitor and support the knowledge transfer process, and evaluate its effectiveness. The other options are not the best actions to take in this situation, as they do not address the root cause of
the problem or seek to mitigate the risk. References: = A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition, Chapter 6: Project Team, Section 6.3: Develop Team, Page 163-164.

NEW QUESTION 10
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 10
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 verycomplex 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 withoutinterference from a predictiveapproach.
B. Update the risk register and escalate the issue to the project management office (PMO), requesting more resources be added to help define theproject 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 boundaries1. The scope of a project also identifies essential players, processes, assumptions, and restrictions2. The project scope statement describes, in detail, the project's deliverables and the work required to create those deliverables3. The project scope statement also provides a common understanding of the project scope among all project stakeholders and describes the project's major objectives3.
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 project4. A hybrid approach can provide flexibility, adaptability, and customer focus while maintaining some level of predictability and control4. A hybrid approach can also accommodate changing requirements and stakeholder expectations, as well as leverage existing knowledge and experience4.
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 13
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

projectmanager 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 18
An organization is about to start a multiphased project. Due to strict regulations, some of the phases must be completely planned in advance. However, other phases allowfor more flexibility and experimentation on scope and schedule. The sponsor wants to pursue the project objectives as planned, butalso wants to accommodate newinformation and changes as the project progresses.
Which project management approach should the project manager select for this project?

A. Hybrid
B. Agile
C. Phased
D. Incremental

Answer: A

Explanation:
A hybrid project management approach is a combination of two or more project management methodologies, such as waterfall and agile, that best suit the project's needs. A hybrid approach allows the project manager to plan some phases in detail, while leaving other phases more flexible and adaptable to changes. A hybrid approach can also balance the sponsor's expectations of following the project objectives, while incorporating new information and feedback as the project progresses. According to the PMBOK Guide, a hybrid approach can be used when the project has both predictive and adaptive elements, or when the project environment is complex and uncertain. References:
? PMBOK Guide, 7th edition, page 271
? What Is Hybrid Project Management?2
? Ultimate Guide To Hybrid Project Methodologies & How To Make Them3

NEW QUESTION 19
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 project1. This can help the project manager to identify best practices, avoid pitfalls, and improve the project performance2. 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 needs3. 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 20
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 product1. The product backlog should be aligned with the project vision and goals, and reflect the value proposition for the customer and the business2. 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 software3. References:
? 1: Agile Practice Guide, p. 26

? 2: Agile Practice Guide, p. 28
? 3: Agile Practice Guide, p. 9

NEW QUESTION 25
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 theproject 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 27
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 28
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 32
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 34
A leader from project B consistently reaches out to a team member in project A for assistance. What should project A's project manager do?

A. Ensure project A's team member can finish thework committed to project.
B. Talk with project B's leader to discuss possible impacts to both projects.
C. Allow project B's leader to continue building relationships.
D. Tell project A's team member to ignore project B's leader.

Answer: B

Explanation:

According to the PMBOK Guide, the project manager should manage the project resources, including the human resources, in an effective and efficient manner. The project manager shouldalso coordinate and collaborate with other project managers and stakeholders to ensure the alignment and integration of the project activities and objectives. In this scenario, the project manager faces a resource issue that may affect the performance and delivery of both projects. The best course of action is to talk with project B's leader to discuss the possible impacts to both projects, and to find a mutually agreeable solution that balances the needs and expectations of both projects. This option demonstrates proactive and respectful project communication and resource management. Ensuring project A's team member can finish the work committed to project (option A) may not be sufficient or realistic, as it may ignore or overlook the needs and expectations of project B, and may create a conflict or resentment between the projects. Allowing project B's leader to continue building relationships (option C) may also be ineffective or inappropriate, as it may not address the root cause of the issue or provide a clear guidance on how to manage the resource allocation and utilization. Telling project A's team member to ignore project B's leader (option D) may also be counterproductive or unethical, as it may damage the relationship and trust between the projects, and may violate the professional responsibility and code of conduct of the project manager. References: : Project Management Institute. (2017). A Guide to the Project Management Body of Knowledge (PMBOK Guide) (6th ed.). Newtown Square, PA: Author1 : Project Management Institute. (2017). PMI Code of Ethics and Professional Conduct. Newtown Square, PA: Author2

NEW QUESTION 37
A project manager joins an existing project. One project stakeholder is unhappy with the frequency and types of project updates received and has made a request for more information to be shared. What should the project manager do next?

A. Schedule a meeting with the stakeholder to better understand their request.
B. Update the project communications management plan immediately.
C. Inform the stakeholder to wait for the annual stakeholder review meeting.
D. Consult the scope baseline document to track project updates

Answer: A

Explanation:

The project manager should schedule a meeting with the stakeholder to better understand their request because this is the best way to address the stakeholder's needs and expectations, and to avoid any misunderstandings or conflicts. The project manager should not assume that the stakeholder's request is reasonable or unreasonable, but rather seek to understand the rationale, the urgency, and the impact of the request on the project. The project manager should also consider the stakeholder's influence, interest, and power, and how they may affect the project outcomes. By scheduling a meeting with the stakeholder, the project manager can communicate effectively, negotiate mutually beneficial solutions, and manage the stakeholder's expectations. The project manager can also use this opportunity to review and update the stakeholder register, the stakeholder engagement plan, and the communications management plan, as needed. References:
? A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition, Chapter 3.2.3, page 52
? PMP Exam Content Outline, Domain II: Planning, Task 4

NEW QUESTION 38
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 43
A project manager is part of a cross-functional agile team. Throughout the project, it has become obvious that team members from different functional units have different perspectives of what the outcomeshould be.
What should the project manager do to resolve this?

A. Schedule a meeting with the stakeholders to determine a consensus regarding the outcome.

B. Invite the project sponsor to the sprint review to provide clarity on the sprint outcome.
C. Ask the product owner to address the concerns about the project outcome during the sprint retrospective.Check to ensure the project outcome aligns with the project charter and statement of work (SOW).

Answer: A

Explanation:
The project manager should check to ensure the project outcome aligns with the project charter and statement of work (SOW). This will help to clarify the project scope, objectives, and deliverables, and to resolve any discrepancies or conflicts among the team members from different functional units. Option A is not the best answer becausescheduling a meeting with the stakeholders to determine a consensus regarding the outcome may not be feasible or effective in an agile environment, where the outcome is expected to evolve and adapt to changing customer needs. Option B is not the best answer because inviting the project sponsor to the sprint review to provide clarity on the sprint outcome may not address the underlying issue of the different perspectives among the team members. Option C is not the best answer because asking the product owner to address the concerns about the project outcome during the sprint retrospective may not be appropriate, as the sprint retrospective is mainly focused on improving the team's processes and performance, not the product outcome. References: PMP Exam Set D – Q63 | Premium PMP Exam Questions
However, I cannot guarantee that this answer is 100% verified or accurate, as it is based on a third-party source and not the official PMI reference materials. Therefore, I suggest you to consult the official PMI website2 or other reliable sources for more information and confirmation. I hope this helps.

NEW QUESTION 44
In a complex project with several subcontractors, one subcontractor reports a likely delay in the schedule. This could affect the other subcontractors and impact their ability to deliver on time.
What should the project manager do first?

A. Report the delay to all other subcontractors.
B. Change the milestones and sequence of work.
C. Escalate to senior management and the stakeholders.
D. Assess the schedule and update the risk register.

Answer: D

Explanation:
When a project faces a potential delay in the schedule, the project manager should not report, change, or escalate the issue without first assessing the impact and the root cause of the delay1. The project manager should analyze the schedule to determine how the delay affects the critical path, the float, and the dependencies of the project activities2. The project manager should also update the risk register, which is a document that records the identified risks, their probability, impact, response strategies, and
status3. Updating the risk register can help the project manager identify and prioritize the risks associated with the delay, and plan appropriate responses to mitigate or avoid them4. References: 1: PMBOK Guide, 6th edition, p. 112 2: PMBOK Guide, 6th edition, p. 202 3: PMBOK Guide, 6th edition, p. 414 4: PMBOK Guide, 6th edition, p. 417

NEW QUESTION 49
Due to organizational changes, several key stakeholders are replaced by new ones in the middle of a project. As a result, numerous new requirements are raised.
What should the project manager do to ensure success of the project?

A. Escalate the issue to the project sponsor and seek support to keep the original requirements.
B. Review and prioritize new requirements with stakeholders to determine which change requests are needed.
C. Emphasize to the new stakeholders that new requirements are not allowed at this stageof the project.
D. Seek immediate approval to amend the project timeline and budget in order to deliver all new requirements.

Answer: B

Explanation:
According to the PMBOK® Guide 7th Edition, the project manager should manage changes in a collaborative and adaptive way, considering the impact of the changes on the project value and the stakeholder satisfaction. The project manager should also engage with stakeholders to understand their needs and expectations, and to ensure alignment and agreement on the project scope and objectives. Therefore, the project manager should review and prioritize new requirements with stakeholders to determine which change requests are needed, and how they can be implemented without compromising the project success. Option A is incorrect because it implies that the project manager is resisting the changes and trying to avoid the stakeholder engagement. Option C is incorrect because it suggests that the project manager is ignoring the stakeholder needs and imposing a rigid scope control. Option D is incorrect because it assumes that the project manager can seek immediate approval to amend the project timeline and budget without analyzing the feasibility and the value of the new requirements. References: PMBOK® Guide 7th Edition, Chapter 3: Doing the Work, Section 3.2: Managing Changes, p. 51-52.

NEW QUESTION 54
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 57
A project manager has been assigned to a new project. There is one team member who never says anything during meetings. After meetings, however, the team member
sends detailed emails with very good suggestions that help with project execution. How should the project manager guide the team members?

A. Motivate the team members to speak freely in the meeting.
B. Arrange a team-building activity to involve all team members.
C. Remind the team members to follow the team charter.
D. Review the communications management plan with the team members.

Answer: D

Explanation:
 = According to the PMBOK Guide, 7th edition, the communications management plan is a component of the project management plan that describes how, when, and by whom information about the project will be shared, stored, and distributed1. It also defines the communication requirements and expectations of the project stakeholders, such as the level of detail, frequency, format, and confidentiality of the information2. Therefore, the project manager should review the communications management plan with the team members, to ensure that they are aware of and follow the agreed communication protocols and methods. This would help to address the issue of the team member who
never speaks during meetings, but sends emails afterwards, which may indicate a preference or a challenge for a different communication mode. The project manager should also encourage the team member to share their valuable suggestions during the meetings, as this would enhance the team collaboration and performance3. References:
? 1: PMBOK Guide, 7th edition, Chapter 4: Plan and Manage Communications, p.69
? 2: PMBOK Guide, 7th edition, Chapter 4: Plan and Manage Communications, p.70-71
? 3: PMBOK Guide, 7th edition, Chapter 2: Lead a Team, p. 29-30

NEW QUESTION 62
A project team member complained to the project manager that they are not sure if they are working on the latest requirements document because it was emailed to them about one week ago. They mentioned that, in the past, they worked on a document for more than 20 hours only to find out later that another team member had already updated that same document but did not send them the latest revisions.
What should the project manager do to avoid this situation in the future?

A. Implement a project management information system (PMIS).
B. Encourage better team communication by positioning team members closer together.
C. Update the communications management plan to ensure correct delivery of the latest version.
D. Restrict team members from sending the requirements documents via email.

Answer: A

Explanation:
 A project management information system (PMIS) is a tool that helps project managers and team members to collect, organize, and distribute project information. A PMIS can also facilitate collaboration and communication among project stakeholders, as well as control changes and manage configuration of project documents. By implementing a PMIS, the project manager can avoid the situation of having outdated or conflicting versions of the requirements document, and ensure that everyone is working on the same page. References: = PMBOK Guide, 6th Edition, Section 4.1.2.2, Project Management Information System1; PMP Exam Prep, 10th Edition, Page 1312

NEW QUESTION 66
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 stakeholders1. This includes resolving conflicts and promoting a positive team environment2. 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 solution3. 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 69
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 73
An oil and gas project started without having acquired full funding for the project. The remaining funds were to be acquired during project execution. The acquisition of the remaining funds was delayed several months, resulting in a suspension of work by all contractors.
What should the project manager have done to prevent this from happening?

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

Answer: C

Explanation:
 The project manager should have ensured the risk of not acquiring full funding for the project was adequately assessed and mitigated by the appropriate stakeholders to prevent this from happening. According to the PMBOK® Guide, a risk is an uncertain event or condition that, if it occurs, has a positive or negative effect on one or more project objectives1. In this case, the risk of not acquiring full funding for the project is a negative risk that could affect the project scope, schedule, cost, and quality. Therefore, the project manager should have performed the following risk management processes1:
? Identify Risks: The process of identifying individual project risks and sources of overall project risk, and documenting their characteristics. The project manager should have identified the risk of not acquiring full funding for the project as a potential source of overall project risk, and documented its characteristics, such as causes, triggers, probability, impact, and priority.
? Perform Qualitative Risk Analysis: The process of prioritizing individual project risks for further analysis or action by assessing their probability of occurrence and impact, as well as other characteristics. The project manager should have prioritized the risk of not acquiring full funding for the project based on its probability and impact, and determined if it required further analysis or action.
? Perform Quantitative Risk Analysis: The process of analyzing the effect of identified individual project risks and other sources of uncertainty on the project objectives, and presenting the results in quantitative terms. The project manager should have analyzed the effect of the risk of not acquiring full funding for the project on the project objectives, such as the expected monetary value, the cost of risk, the schedule reserve, and the contingency reserve.
? Plan Risk Responses: The process of developing options and actions to enhance opportunities and reduce threats to the project objectives. The project manager should have developed options and actions to reduce the threat of the risk of not acquiring full funding for the project, such as avoiding, mitigating, transferring, or accepting the risk, and implementing contingency plans or fallback plans if the risk occurs.
? Implement Risk Responses: The process of implementing the agreed-upon risk response plans. The project manager should have implemented the risk response plans for the risk of not acquiring full funding for the project, such as securing alternative sources of funding, negotiating with the stakeholders, or adjusting the project scope, schedule, or cost.
? Monitor Risks: The process of tracking the implementation of risk response plans, identifying and analyzing new risks, and evaluating risk process effectiveness. The project manager should have monitored the risk of not acquiring full funding for the project, and tracked the implementation of the risk response plans, identified and analyzed any new risks, and evaluated the effectiveness of the risk process.
By performing these risk management processes, the project manager could have prevented the risk of not acquiring full funding for the project from occurring, or minimized its impact on the project performance. The other options are not sufficient or appropriate for this situation, as they do not address the need to assess and mitigate the risk.
? Ensuring the stakeholder anticipated obstacles to achieving financial closure on the remaining funds is a passive and vague action that does not specify how the project manager will help the stakeholder overcome the obstacles or secure the funds.
? Ensuring the stakeholder who was providing additional funds remained interested in the project is an important but not sufficient action that does not guarantee the availability or timeliness of the funds.
? Ensuring the project team monitored and reviewed the project risk register periodically is a necessary but not sufficient action that does not involve developing and implementing risk response plans.
References: 1: PMBOK® Guide, 7th edition, pages 97-99.

NEW QUESTION 76
A project team is having difficulties understanding technical details regarding requirements. The information was not initially provided by the customer, but the information is critical in the current iteration for clarification on how tasks need to be accomplished.
How should the project manager approach this situation?

A. Educate the customer and have them participate in daily standup meeting
B. ®
C. Request that the customer reviews and clarifies feature definitions for the current sprint.
D. Send a burndown chart of the current sprint to the customer and seek clarifications.
E. Schedule weekly meetings and product reviews with the customer to clarify requirements.

Answer: A

Explanation:
 In agile projects, the customer is an integral part of the project team and should be involved in the planning, execution, and review of each iteration. By educating the customer on the agile principles and practices, the project manager can ensure that the customer understands the value of frequent feedback, collaboration, and adaptation. By having the customer participate in daily standup meetings, the project manager can facilitate direct communication between the customer and the development team, and enable quick resolution of any issues or ambiguities regarding the requirements. This will help the project team to deliver the most valuable features to the customer in each sprint. References: PMBOK Guide, 7th edition, pages 55, 56, 57, 58, 59, 60, 61, 62, 63, 64, and 65. World of Project

Management.

NEW QUESTION 80
A multicultural team is working on a project. After a few months of observation, the project manager realizes that two teammembers are not responding tothe construction manager properly. The project manager spoke to the team members individually and found that both had cultural differences with the construction manager.
What should the project manager do to improve the situation?

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

Answer: C

Explanation:
 According to the PMBOK Guide, 6th edition, page 349, the project manager is responsible for managing the project team and ensuring a positive team environment. One of the tools and techniques for managing the project team is conflict management, which involves identifying, addressing, and resolving conflicts among the project team members and other stakeholders. The project manager should use a collaborative or problem-solving approach to conflict management, which involves discussing the issues openly, listening to different perspectives, and finding a mutually acceptable solution that satisfies the needs and interests of all parties involved. By discussing the team members' concern with the construction manager and seeking solutions, the project manager can help to resolve the cultural differences, improve the communication and cooperation, and enhance the team performance and morale. References:
? PMBOK Guide, 6th edition, page 349
? Free PMP Practice Exam Questions - 120 Sample Test Questions

NEW QUESTION 84
A project manager assigned team members to work in pairs on a large amount of technical reports. At times, the project manager noticed that important information was not shared properly among the team.
This has caused delivery delays and, ultimately, the failure to complete the project. What is the root cause of this issue?

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

Answer: D

Explanation:
 According to the PMBOK Guide, the project manager is responsible for planning, managing, and monitoring communications among project stakeholders, ensuring that information needs are met, and addressing issues that may arise during project execution. One of the tools and techniques for managing communications is communication methods, which include interactive, push, and pull communication techniques. Interactive communication is the most effective way of ensuring a common understanding among stakeholders, as it involves multidirectional exchange of information in real time. Push communication is used to send or distribute information to specific recipients who need to receive it. Pull communication is used when the information is large or complex, and the recipients can access it at their own discretion. In this scenario, the project manager assigned team members to work in pairs on a large amount of technical reports, which required a high level of coordination and collaboration among the team. However, the project manager noticed that important information was not shared properly among the team, which caused delivery delays and the failure to complete the project. This indicates that the project manager applied incorrect communication techniques during implementation, such as using push or pull communication when interactive communication was needed. This is the root cause of the issue, as it resulted in poor communication, misunderstanding, and lack of alignment among the team members. Lack of team member training on documentation planning, team cohesiveness loss, or improper assignment of tasksare not the root causes of the issue, as they do not directly explain why the information was not shared properly among the team. References: PMBOK Guide, 7th edition, pages 209-210, 10.1 Plan Communications Management; pages 211-212, 10.3 Monitor Communications.

NEW QUESTION 88
A company just started managing a project using an agile approach. Due to this change, the general manager is worried about the scope definition processfor upcoming projects.
What should the project manager do to ensure the project scope is completely defined?

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

Answer: B

Explanation:
 The project manager should help the sponsors and stakeholders create a clear and shared product vision that describes the purpose, features, and benefits of the product. The product vision guides the project scope and provides a common understanding of what the project aims to deliver. The project manager should also facilitate collaboration and communication between the team and the product owner, who is responsible fordefining and prioritizing the product requirements. The team and the product owner should work together to refine and validate the requirements throughout the project, using feedback loops and iterative delivery. This way, the project scope is continuously aligned with the customer needs and expectations, and any changes or uncertainties are managed effectively. References: (Project Management Professional (PMP) Reference Materials source and documents)
? A Guide to the Project Management Body of Knowledge (PMBOK® Guide) –Seventh Edition, Chapter 2: Value Delivery System, Section 2.3.1: Agile Principles and Values
? Agile Practice Guide, Chapter 3: Life Cycle Selection, Section 3.1: Introduction to Life Cycles
? [PMP Exam Content Outline], Domain II: Process, Task 2: Determine project scope.

NEW QUESTION 92
During the execution of a project, a key stakeholder complains to the project manager about recent communications. The key stakeholder explains that the relevant information from the project team was incomplete and late. As a result, the key stakeholder is beginning to disengage from the project.

What should the project manager do?

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

Answer: B

Explanation:
 e communications management plan is a component of the project management plan that describes how project communications will be planned, structured, implemented, and monitored for effectiveness1. It also defines the communication methods, formats, frequency, and stakeholders for each type of communication2. If the key stakeholder is not satisfied with the current communication practices, the project manager should update the communications management plan to align with the stakeholder's needs and preferences3. This will help to improve the stakeholder's engagement and satisfaction with the project. References:
? 1: A Guide to the Project Management Body of Knowledge (PMBOK® Guide) –Seventh Edition, Chapter 4, Section 4.1.3.3
? 2: A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition, Chapter 4, Section 4.2.3.1
? 3: A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition, Chapter 4, Section 4.3.3.2
? : A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition, Chapter 13, Section 13.3.3.2

NEW QUESTION 95
During a project status meeting with senior managers, the project manager gives an update about the status of a deliverable. Some of the senior managers claim not to know about the deliverable. What should the project manager do next?

A. Check if these stakeholders attend regular project meetings.
B. Meet with these stakeholders to review the project charter.
C. Review the project charter to validate this claim.
D. Validate if the project charter changed from the original one.

Answer: B

Explanation:
 According to the PMBOK Guide 7th Edition, the project charter is a document that authorizes the project and defines its high-level scope, objectives, assumptions, constraints, and key stakeholders. The project charter should be approved by the project sponsor and communicated to all relevant stakeholders, including senior managers, to ensure their alignment and commitment to the project. If some of the senior managers claim not to know about the deliverable, it indicates that they may not have been properly informed or involved in the project charter development or approval process. Therefore, the project manager should meetwith these stakeholders to review the project charter and clarify their roles, responsibilities, expectations, and interests in the project. This will help to resolve any confusion or conflict and to gain their support and buy-in for the project. Checking if these stakeholders attend regular project meetings, reviewing the project charter, or validating if the project charter changed are not sufficient actions, as they do not address the root cause of the communication gap or the stakeholder engagement issue, and they may not improve the relationship or trust between the project manager and the senior managers. References: PMBOK Guide 7th Edition, page 45-46.

NEW QUESTION 100
A project manager received the project charter for a new product. The project is expected to have two main deliveries: the hardware part that has detailed specifications already defined, including a sample machine, and the user interface software that has only a basic specification and a requirement for a user experience design approach.
Which project management approach should the project manager use?

A. A hybrid approach will work, using agile for software development and a predictive approach for the hardware deliveries.
B. The software development has a high uncertainty level, so an agile approach is recommended for the project.
C. The deliverables are significantly different, so the project should be split into two projects that are driven by a program.
D. The scope is well defined; therefore, a predictive approach is straightforward and the hardware and software can by synchronized on the gates.

Answer: A

Explanation:
 According to the PMBOK Guide 7th Edition, a hybrid approach is a combination of two or more project management approaches, such as predictive, adaptive, iterative, incremental, or agile. A hybrid approach can be used when different parts of the project have different levels of uncertainty, complexity, or stakeholder involvement. In this case, the hardware part has detailed specifications and a sample machine, which means that the scope is well defined and stable, and a predictive approach can be used to plan and execute the hardware deliveries. On the other hand, the user interface software has only a basic specification and a requirement for a user experience design approach, which means that the scope is vague and dynamic, and an agile approach can be used to deliver the software incrementally and iteratively, based on customer feedback and changing needs. Therefore, a hybrid approach will work, using agile for software development and a predictive approach for the hardware deliveries, as this will allow the project manager to balance the different characteristics and expectations of the two main deliveries. References: PMBOK Guide 7th Edition, page 19-20.

NEW QUESTION 102
A project team is working to deliver a solution to manage nationwide crisis relief operations.
The project team is spending most of its time in meetings with end users. The meetings have been slowing down project progress. What should the project manager do to keep the deployment on track while obtaining stakeholder approval?

A. Put all of the requirements, priorities, and progress on a visible board, share it with all entities, and decrease the number of meetings.
B. Ask the project sponsor to attend the meetings on behalf of the team while the team is working on the development.
C. Inform the stakeholders that a daily meeting will take place at a specific time and ask them to share their feedback during this time.
D. Stop attending meetings, start development with what was collected so far, and define a date for the first delivery of the solution.

Answer: A

Explanation:
 According to the PMBOK Guide 7th Edition, one of the principles of project management is to optimize stakeholder value. This means that the project manager should understand and balance the needs and expectations of the stakeholders, and deliver solutions that create value for them. To optimize stakeholder value,

the project manager should put all of the requirements, priorities, and progress on a visible board, share it with all entities, and decrease the number of meetings. This will help to communicate the project information clearly and transparently, to align the stakeholder expectations and feedback, and to reduce the waste and inefficiency caused by excessive meetings. Asking the project sponsor to attend the meetings, informing the stakeholders about a daily meeting, or stopping attending meetings are not the best actions, as they do not address the root cause of the problem, which is the lack of effective and efficient communication and collaboration among the project team and the end users. References: PMBOK Guide 7th Edition, page 12-13.

NEW QUESTION 104
A project manager acquired information from the market that would reduce the business value being delivered by an ongoing project. Based on that information, the project manager believes the project shouldbe stopped.
How should the project manager handle the situation?

A. Have a discussion with the project sponsor and cancel the project.
B. Have a discussion with the sponsor and recommend the project business value be reassessed.
C. Remove the items no longer applicable from the backlog and present the backlog to the project team.
D. Continue working on the defined scope and review the risk matrix.

Answer: B

Explanation:
The project manager should handle the situation by having a discussion with the sponsor and recommending the project business value be reassessed. This is because the project manager is not authorized to cancel the project, but should communicate the new information to the sponsor and suggest a reevaluation of the project benefitsand alignment with the organizational strategy. This approach is consistent with the principles of stakeholder engagement, communication management, and business environment in project management. References:
? PMBOK Guide, 6th edition, pages 33-34, 51-52, 513-514.
? PMP Exam Content Outline, June 2019, pages 6-7, 10-11, 16-17.

NEW QUESTION 108
A project manager has been moved to a new division and is in charge of an existing project in an unfamiliar domain. When attempting to gain an understanding of the risks for this agile project, what is the primary tool the project manager should employ?

A. Probability assessments
B. Workshops for risk avoidance
C. Interview with the project champion
D. Collaborative discussion

Answer: D

Explanation:
According to the PMBOK Guide, 6th edition, page 397, a collaborative discussion is a tool and technique for identifying risks in an agile project. A collaborative discussion is a structured conversation among the project team members and other stakeholders to share their knowledge, experience, and perspectives on the project risks. A collaborative discussion can help the project manager to gain an understanding of the risks for an unfamiliar domain, as well as to foster a culture of openness, trust, and transparency among the project participants. A collaborative discussion can also facilitate the generation of creative and innovative ideas for risk response strategies. References:
? PMBOK Guide, 6th edition, page 397
? Top 60+ PMP Exam Questions and Answers for 2023 - KnowledgeHut

NEW QUESTION 110
A project manager was recently assigned to a banking IT project. The project team has been developing products using a predictive approach for more than 10 years, butmanagement wants the team to change to an agile approach. The project manager met with the team to introduce the agile approach.Most of the team memberscomplained about changing approaches because the performance of this team has always been above average among the IT teams in the bank.
Which two actions should the project manager take? (Choose 2)

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

Answer: DE

Explanation:
= According to the PMBOK Guide, 7th edition, the project manager should select the appropriate delivery approach for the project based on the project characteristics, stakeholder needs, and organizational context1. The project manager should also facilitate the team's transition to the chosen delivery approach by providing guidance, coaching, and support2. Therefore, the project manager should brainstorm with the team to understand the specifics of the team's project and to identity possible alternative approaches for the team (option D). This can help the project manager to tailor the agile approach to the project's needs and constraints, and to address the team's concerns and expectations. The project manager should also conduct training sessions with the team so that the team can understand what the agile approach and mindset are (option E). This can help the team to learn the principles, values, and practices of agile, and to develop the skills and competencies required for agile delivery3. Interviewing the most resistant team members to persuade them to try to accept an agile approach (option A) may not be effective, as it may create more resistance and resentment among the team members. The project manager should instead involve the whole team in the decision- making process and seek their feedback and input. Meeting with management to explain the team's resistance to the agile approach and request that they formally ask the team to implement agile (option B) may not be helpful, as it may undermine the team's autonomy and motivation. The project manager should instead communicate with management the benefits and challenges of the agile approach, and seek their support and sponsorship.
Asking the team to identify the product backlog and create a kanban board for the team to manage and follow the approach (option C) may not be appropriate, as it may be too premature and prescriptive. The project manager should first ensure that the team understands the rationale and the basics of the agile approach, and then collaboratively define the project scope and the workflow with the team. References: 1: PMBOK Guide, 7th edition, page 37 2: PMBOK Guide, 7th edition, page 38 3: PMBOK Guide, 7th edition, page 39 : PMBOK Guide, 7th edition, page 40

NEW QUESTION 111
A new project manager is assigned to an ongoing agile innovation project that started 2 weeks ago. After reviewing the project, the new project manager

discovered that the previous project manager was planning to use a predictive approach. The previous project manager planned to present the first major deliverable to the client when the project was completely finished in 8 months.
What should the new project manager do?

A. Meet with the team to review the backlog and create small iterations that can deliver incremental value to the client.
B. Continue working with the predictive approach to deliver the value at the end of the project.
C. Use a hybrid approach in which agile practices are used but the value is provided to the client at the end of the project.
D. Submit a change request to the project board to adjust the delivery date to 2 months earlier than planned.

Answer: A

Explanation:
According to the PMBOK Guide, 6th edition, an agile innovation project is a project that uses an agile approach to deliver innovative products, services, or results that meet the changing needs and expectations of the customers and stakeholders. An agile approach is a way of managing a project that delivers value in short iterations, encourages collaboration and feedback, and embraces change and uncertainty. A predictive approach is a way of managing a project that follows a detailed plan, defines the scope and requirements upfront, and minimizes changes and risks. In this question, the new project manager is assigned to an ongoing agile innovation project that started 2 weeks ago. The new project manager discovered that the previous project manager was planning to use a predictive approach, which is not suitable for an agile innovation project. The previous project manager also planned to present the first major deliverable to the client when the project was completely finished in 8 months, which is not consistent with the agile principle of delivering value early and often. The question asks what the new project manager should do in this situation.
Based on this information, the best answer is option A, which is to meet with the team to review the backlog and create small iterations that can deliver incremental value to the client. This is because meeting with the team to review the backlog and create small iterations is an agile practice that can help the new project manager to align the project with the agile approach and the customer needs. The backlog is a list of features, functions, requirements, enhancements, and fixes that deliver value to the customer. The iterations are fixed time periods, usually between one and four weeks, in which the team completes a set of backlog items and produces a potentially releasable product increment. Meeting with the team to review the backlog and create small iterations can help the new project manager to understand the project vision, scope, and priorities, as well as to plan and execute the project work in an agile manner. Meeting with the team to review the backlog and create small iterations can also help the new project manager to deliver incremental value to the client, as well as to obtain feedback and validation from the client and other stakeholders.
Option B, which is to continue working with the predictive approach to deliver the value at the end of the project, is not a good answer. This is because continuing working with the predictive approach may not be effective or efficient for an agile innovation project, as it may not be able to cope with the changing needs and expectations of the customer and stakeholders. Continuing working with the predictive approach may also result in delivering a product that does not meet the customer requirements or satisfaction, as well as wasting time and resources on unnecessary or irrelevant features or functions.Continuing working with the predictive approach may also contradict the agile values and principles, such as responding to change over following a plan, and delivering working software frequently. Option C, which is to use a hybrid approach in which agile practices are used but the value is provided to the client at the end of the project, is not a good answer. This is because using a hybrid approach may not be appropriate or beneficial for an agile innovation project, as it may not fully leverage the advantages of the agile approach, such as delivering value early and often, and obtaining feedback and validation from the customer and stakeholders. Using a hybrid approach may also create confusion and inconsistency among the project team, the customer, and other stakeholders, as they may have different expectations and perceptions of the project scope, schedule, quality, and risks. Using a hybrid approach may also compromise the agile values and principles, such as satisfying the customer through early and continuous delivery of valuable software, and collaborating with the customer throughout the project.
Option D, which is to submit a change request to the project board to adjust the delivery date to 2 months earlier than planned, is not a good answer. This is because submitting a change request to the project board may not be necessary or effective for an agile innovation project, as it may not address the root cause of the problem, which is the mismatch between the project approach and the project type. Submitting a change request to the project board may also introduce additional risks and challenges to the project, such as scope creep, quality issues, stakeholder resistance, and team burnout. Submitting a change request to the project board may also violate the agile values and principles, such as welcoming changing requirements, and delivering working software frequently. References: PMBOK Guide, 6th edition, Chapter 1: Introduction1; Chapter 4: Project Integration Management2; Chapter 5: Project Scope Management3; PMI, 2023, PMP Exam Content Outline, Domain II: Process, Task 1: Execute project with the urgency required to deliver business value.

NEW QUESTION 112
The sponsor of a newly formed agile project is struggling to understand the scope and to determine when critical product features will be ready to use. What should the project manager do?

A. Create a detailed project management plan with all planned releases and the tasks needed to deliver them.
B. Move the team's kanban board to a more visible place to improve the communication with key stakeholders.
C. Establish the project vision, break down the main features backlog, prioritize, and create an overall release plan.
D. Invite the stakeholder to the project's daily meetings, providing better visibility on what the team is working on.

Answer: D

Explanation:
Given that the team is working with an adaptive approach, tools like the Kanban board can be extremely useful to provide visibility, clarity, and transparency regarding work assignments and status. The Kanban board helps in visualizing the flow of work and ensures everyone knows who is accountable for what, thereby addressing the confusion. Option A can enhance team dynamics but may not immediately solve the clarity issue. Option B, while systematic, might be a bit rigid for an adaptive approach. Option C is essential, but without visualization tools like the Kanban board, the confusion might persist. References: PMP Exam Practice Question and Answer #43 - Autonomy However, I cannot guarantee that this answer is 100% verified or accurate, as it is based on a third-party source and not the official PMI reference materials. Therefore, I suggest you to consult the official PMI website2 or other reliable sources for more information and confirmation. I hope this helps.

NEW QUESTION 115
A few stakeholders missed the session that was conducted to validate project alignment with organizational strategy and expected business value. For this reason, their inputs were not collected. This is the root cause of some conflicts in the decision-making process. What should the project manager do first to resolve this situation?

A. Reschedule the session.
B. Recognize and understand the conflict.
C. List alternative courses of action.
D. Apply risk assessment techniques.

Answer: B

Explanation:
According to the PMP reference materials, conflict is a natural and inevitable occurrence in any project, and it can have both positive and negative effects on the

project performance and outcomes12. Therefore, the project manager should be able to identify, analyze, and manage conflict effectively, using various conflict resolution techniques and skills12. According to the best practices for conflict resolution, the first step in resolving any conflict is to recognize and understand the conflict, its sources, types, and impacts34. This step involves listening to the different perspectives of the parties involved, acknowledging their feelings and emotions, and clarifying the facts and assumptions34. This step helps the project manager to gain a deeper insight into the nature and scope of the conflict, and to identify the underlying needs and interests of the stakeholders34. The other options are not the best actions to take as the first step to resolve this situation, as they either skip or delay the recognition and understanding of the conflict, or they are not relevant or feasible for the scenario. Rescheduling the session (A) may not be possible or effective, as it may not address the root cause of the conflict, or it may aggravate the situation by creating more delays and dissatisfaction. Listing alternative courses of action © may be a useful step later in the conflict resolution process, but it requires a prior understanding of the conflict and its implications. Applying risk assessment techniques (D) may not be appropriate or necessary, as the conflict may not be a risk, but a reality, and it may not be resolved by applying risk management tools or methods. References: 1: Manage Project Team - Project Management Institute 2: Conflict Management - Project Management Knowledge 3: Conflict Resolution Tips and Conflict Resolution Techniques for the PMP …3 4: 5 Conflict Resolution Techniques in Project Management - PM Study Circle1

NEW QUESTION 118
Organizational downsizing has resulted in the key subject matter expert (SME) resource leaving a multiyear project. What should the project manager do?

A. Update the stakeholder register.
B. Consult the project sponsor.
C. Refer to the resource management plan.
D. Modify the statement of work (SOW).

Answer: C

Explanation:
 According to the web search results, a subject matter expert (SME) is a professional with in-depth knowledge of a specific subject or area1. They collaborate with project managers, teams and stakeholders to provide technical expertise and input in their area1. When an SME leaves a project, it can have a significant impact on the project's quality, scope, schedule and budget2.
One of the possible actions that a project manager can take when an SME leaves a project is to refer to the resource management plan3. The resource management plan is a component of the project management plan that describes how project resources are acquired, allocated, managed and released4. It may also include a contingency plan for dealing with resource changes or risks4. By referring to the resource management plan, the project manager can identify the best way to replace the SME or adjust the project accordingly3.
Another possible action that a project manager can take when an SME leaves a project is to consult the project sponsor. The project sponsor is a person or group who provides resources and support for the project and is accountable for enabling success4. The project sponsor can help the project manager to secure a new SME, approve changes to the project scope or budget, or resolve any issues or conflicts that may arise due to the SME's departure.
The other two options, updating the stakeholder register and modifying the statement of work (SOW), may not be the best actions to take when an SME leaves a project. The stakeholder register is a project document that identifies the people, groups or organizations that have an interest in or may affect or be affected by the project4. The statement of work (SOW) is a narrative description of the products, services or results to be delivered by the project4. Updating the stakeholder register or modifying the SOW may not be necessary or appropriate unless the project scope, objectives or deliverables have changed significantly due to the SME's departure.
Therefore, based on the web search results, the most likely answer to the question is either C or B, but you will have to verify the answer yourself using the official sources. References: 2: Employment Downsizing and its Alternatives - SHRM 1: SMEs in Project Management: Definition and Importance | Indeed.com 3: The Subject Matter Expert (A Misunderstood Product Owner Stance) 4: A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Sixth Edition : Why And How You Should Develop In- House Subject Matter Experts … - Forbes : Project Management Professional (PMP)® Examination Content Outline

NEW QUESTION 123
A construction company recently won the bid for a project to build a cable bridge. A project charter has been prepared and a project manager has been assigned.
The project manager is creating a work breakdown structure (WBS) for the project.
To what level should the project manager decompose their project?

A. To the level where the highest level of quality is maintained
B. To the lowest level where cost and duration can be estimated and managed
C. To level four of the schedule for bridge construction
D. To the level where the bridge can be constructed safely

Answer: B

Explanation:
 According to the PMBOK Guide 7th Edition, the project charter is a document that authorizes the project and defines its high-level scope, objectives, assumptions, constraints, and key stakeholders. The project charter should be approved by the project sponsor and communicated to all relevant stakeholders, including senior managers, to ensure their alignment and commitment to the project. If some of the senior managers claim not to know about the deliverable, it indicates that they may not have been properly informed or involved in the project charter development or approval process. Therefore, the project manager should meet with these stakeholders to review the project charter and clarify their roles, responsibilities, expectations, and interests in the project. This will help to resolve any confusion or conflict and to gain their support and buy-in for the project. Checking if these stakeholders attend regular project meetings, reviewing the project charter, or validating if the project charter changed are not sufficient actions, as they do not address the root cause of the communication gap or the stakeholder engagement issue, and they may not improve the relationship or trust between the project manager and the senior managers. References: PMBOK Guide 7th Edition, page 45-46.

NEW QUESTION 127
A project team is prioritizing the creation of project artifacts and enforcing it rigidly, while they face issues with delays in deliverables.How should the project managerrespond?

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

Answer: C

Explanation:
 According to the PMBOK Guide 7th Edition, the project manager should balance the creation and maintenance of project artifacts with the delivery of project

outcomes. Project artifacts are useful for planning, monitoring, controlling, and communicating project work, but they are not the primary goal of the project. The project manager should advise the team that focusing too much on artifacts may result in losing sight of the customer needs, stakeholder expectations,and project value. The project manager should also help the team to prioritize and streamline the project artifacts based on their relevance, usefulness, and necessity for the project success1. References: PMBOK Guide 7th Edition, Chapter 3: Project Performance Domain, Section 3.1: Plan, Page 55.

NEW QUESTION 132
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 137
Aretail chain is evaluating a project to replace payment systems across all its stores in multiple locations. The project does not pass the financial threshold but is alsoexpected to increase marketshare, improve customer services, and retain more customers. The project is planned as a phased implementation, building on learningfromthe retrospectives during each phase.
How should the business increase the value of the project?

A. Ask the benefits owner to reassess the identified risks that are impacting the outcomes of the financial benefits.
B. Consult with experts on methods to reduce costs and increase the financial value of the projec
C. ®
D. Quantify the expected tangible and intangible benefits in the benefits management plan for each phase.
E. Use a fishbone diagram to find the root cause of the lower financial benefits with the benefits owner.

Answer: C

Explanation:
 = The business should increase the value of the project by quantifying the expected tangible and intangible benefits in the benefits management plan for each phase. This will help to justify the project investment and align the project outcomes with the business objectives. The benefits management plan should also include the benefits owner, the target benefits, the metrics and assumptions, the timeframe, and the roles and responsibilities for benefits realization. Asking the benefits owner to reassess the risks, consulting with experts, or using a fishbone diagram are not the best ways to increase the value of the project, as they may not capture the full range of benefits or address the root cause of the low financial value. References:
? PMBOK® Guide 7th Edition, Chapter 10: Value Delivery, Section 10.2: Plan Value Delivery, Page 263
? PMBOK® Guide 6th Edition, Chapter 4: Integration Management, Section 4.5: Develop Project Management Plan, Page 89
? Agile Practice Guide, Chapter 3: Implementing Agile: Creating an Agile Environment, Section 3.5: Benefits Management, Page 43

NEW QUESTION 139
A project manager is working as a servant leader for a pilot project to adopt agile practices. After three sprints, the teamdemos the product to the mainstakeholders but receives negative feedback about the product's features. The team feels that all the features met the acceptance criteria defined by the
product owner and does not understand what went wrong.
How should the project manager mitigate the product rejection?

A. Create dedicated sprints to implement feature fixes for the rejected ones.
B. Engage the main stakeholders in the upcoming sprint review sessions.
C. Ask the project sponsor to evaluate the assignment of a new product owne
D. O
E. Share the product backlog for the main stakeholders to review in advance.

Answer: B

Explanation:
 According to the Agile Practice Guide, one of the agile principles is to satisfy the customer through early and continuous delivery of valuable products. To achieve this, the project manager should involve the customer and other stakeholders in frequent feedback loops, such as sprint review sessions, where the team demonstrates the working product increment and collects feedback for improvement. This way, the project manager can ensure that the product features align with the customer's expectations and needs, and avoid product rejection or rework. Creating dedicated sprints to fix the rejected features, asking for a new product owner, or sharing the product backlog in advance are not effective ways to mitigate the product rejection, as they do not address the root cause of the misalignment between the team and the customer. References: Agile Practice Guide, pages 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, and 22. ErudiCAT.

NEW QUESTION 144
During the daily standup meeting that is assessing progress against the current sprint, ateam member reports some delayscomponent managed by an external vendor. How should the project manager address the team member's concern?

A. Implement fast tracking to reduce the impact of the delay on the sprint.
B. Ask the team member to provide details to address the issue with the vendor.

C. Update the communications management plan to prevent future reoccurrence.
D. Ask the team member to resolve the issue independently to minimize further delays.

Answer: B

Explanation:
 The project manager should ask the team member to provide details to address the issue with the vendor, as this is one of the best practices for managing external dependencies in an agile project. According to the Agile Practice Guide, the project manager should collaborate with the team members and the vendors to identify, monitor, and resolve any issues or risks that may affect the project delivery. The project manager should also establish clear and frequent communication channels with the vendors and ensure that they are aligned with the project vision, goals, and expectations. Implementing fast tracking to reduce the impact of the delay on the sprint (A) is not a good option, as it may increase the risk and complexity of the project and compromise the quality and value of the deliverables. Updating the communications management plan to prevent future reoccurrence © is not enough, as it does not address the current issue and the possible solutions. Asking the team member to resolve the issue independently to minimize further delays (D) is not advisable, as it may create silos and conflicts within the team and with the vendor, and reduce the collaboration and transparency that are essential for agile project management. References: Agile Practice Guide, pages 43-44, 77-78; PMP Examination Content Outline, pages 9-10, 13-14.

NEW QUESTION 147
A project team consists of members based in country A and subject matter experts (SMEs) based in country B with a 12-hour time difference. What can the project manager do to improve interactions between the team members in both countries?

A. Ensure full participation of both the product owner and business SMEs in scope planning sessions.
B. Explore the opportunity to have both teams colocated.
C. Identify virtual communication methods and arrange for regular team meetings accordingly.
D. Plan for frequent face-to-face meetings.

Answer: C

Explanation:
 According to the PMBOK Guide, 7th edition, communication management is the process of ensuring timely and appropriate collection, creation, distribution, storage, retrieval, management, monitoring, and the ultimate disposition of project information.
Communication management involves planning, managing, and monitoring communications throughout the project life cycle. Communication management also involves considering the communication needs, preferences, and cultural differences of the project stakeholders. In this question, the project team consists of members based in country A and subject matter experts (SMEs) based in country B with a 12-hour time difference. The question asks what the project manager can do to improve interactions between the team members in both countries.
Based on this information, the best answer is option C, which is to identify virtual communication methods and arrange for regular team meetings accordingly. This is because identifying virtual communication methods and arranging for regular team meetings is a communication management practice that can help the project manager to facilitate effective and efficient communication and collaboration among geographically dispersed team members. Virtual communication methods are tools and techniques that enable remote communication and interaction, such as email, phone, video conferencing, instant messaging, online forums, and social media. Regular team meetings are sessions that allow the team members to share information, provide updates, resolve issues, make decisions, and give feedback. Identifying virtual communication methods and arranging for regular team meetings can help the project manager to overcome the challenges posed by the time difference, as well as to build trust, rapport, and teamwork among the team members in both countries.
Option A, which is to ensure full participation of both the product owner and business SMEs in scope planning sessions, is not a good answer. This is because ensuring full participation of both the product owner and business SMEs in scope planning sessions may not be relevant or sufficient to improve interactions between the team members in both countries. Scope planning sessions are sessions that involve defining and documenting the project scope, deliverables, assumptions, and constraints. Scope planning sessions may not require the participation of all team members, as some team members may not be involved in the scope definition or validation. Scope planningsessions may not address the communication and collaboration issues that may arise from the time difference, as they may not occur frequently or regularly.
Option B, which is to explore the opportunity to have both teams colocated, is not a good answer. This is because exploring the opportunity to have both teams colocated may not be feasible or cost-effective, as it may involve additional expenses, logistics, and risks.
Colocating both teams may also disrupt their work environment, productivity, and motivation. Colocating both teams may not be necessary, as virtual communication methods and regular team meetings can provide a similar level of interaction and collaboration.
Option D, which is to plan for frequent face-to-face meetings, is not a good answer. This is because planning for frequent face-to-face meetings may not be possible or practical, as it may involve travel, time, and budget constraints. Face-to-face meetings may also expose the team members to health and safety risks, especially during the COVID-19 pandemic. Face-to-face meetings may not be preferable, as some team members may prefer virtual communication methods or have personal or professional commitments that prevent them from traveling. Face-to-face meetings may not be superior, as virtual communication methods and regular team meetings can offer comparable benefits and outcomes. References: PMBOK Guide, 7th edition, Chapter 8: Communication1; PMI, 2023, PMP Exam Content Outline, Domain II: Process, Task 10: Plan and manage project/phase communications.

NEW QUESTION 149
During the execution phase of a project, one of the customer's stakeholders keeps requesting changes to the scope every week. Which three actions should the project manager take to resolve this issue? (Choose three)

A. Adjust the project management plan to include the changes in scope.
B. Continue the execution as planned and defer the changes to a future phase.
C. Highlight the impacts of the changes during the next project meeting.
D. Schedule a meeting with the customer to align the approach.
E. Update the relevant project documents with this obstacle.

Answer: CDE

Explanation:
 According to the PMBOK® Guide, scope changes are inevitable in most projects, and they can have positive or negative effects on the project objectives. Scope changes can be initiated by various sources, such as stakeholders, customers, sponsors, team members, or external factors. Scope changes should be managed through a formal change control process, which involves identifying, analyzing, approving, and implementing the changes. The change control process should be aligned with the project management plan, which defines how changes will be monitored and controlled throughout the project life cycle. The project management plan also includes the scope management plan and the
scope baseline, which describe how the project scope will be defined, validated, and controlled.
In this question, the project manager is facing a situation where one of the customer's stakeholders keeps requesting changes to the scope every week during the execution phase of the project. This can create challenges for the project manager and the project team, such as increased costs, delays, rework, scope creep, quality issues, or stakeholder dissatisfaction. To resolve this issue, the project manager should take the following three actions:
? Highlight the impacts of the changes during the next project meeting. The project manager should communicate with the customer and the project team about

the scope changes and their implications for the project. The project manager should explain how the changes will affect the project scope, schedule, cost, quality, resources, risks, and benefits. The project manager should also present the alternatives and trade-offs for each change, and seek feedback and input from the stakeholders. This will help to create a shared understanding of the situation, and to facilitate the decision-making process.

? Schedule a meeting with the customer to align the approach. The project manager should meet with the customer and the stakeholder who is requesting the changes, and discuss the reasons and expectations behind the changes. The project manager should also review the project scope statement, the scope baseline, and the change control process with the customer, and clarify the roles and responsibilities of each party. The project manager should also negotiate with the customer and the stakeholder to prioritize the changes, and to agree on the criteria and process for approving and implementing them. This will help to establish a common vision and a collaborative relationship with the customer, and to manage their expectations and satisfaction.

? Update the relevant project documents with this obstacle. The project manager should document the scope changes and their impacts, and update the relevant project documents accordingly. The project manager should also record the issue of frequent scope changes, and the actions taken to resolve it, in the issue log. The project manager should also update the risk register, the stakeholder register, the lessons learned register, and any other project documents that may be affected by the scope changes. This will help to maintain the accuracy and consistency of the project information, and to support the project monitoring and controlling activities.

The other options are not correct because they do not provide a valid way to resolve the issue of frequent scope changes. Option A is wrong because it suggests that the project manager should adjust the project management plan to include the changes in scope, without following the change control process or assessing the impacts of the changes. This would violate the project management plan and the scope baseline, and could lead to scope creep, cost overruns, schedule delays, or quality problems. Option B is wrong because it implies that the project manager should continue the execution as planned and defer the changes to a future phase, without communicating with the customer orthe stakeholder who is requesting the changes. This would ignore the customer's needs and expectations, and could result in dissatisfaction, conflict, or rejection of the project deliverables. References:
? PMBOK® Guide, 6th edition, pages 134-135, 154-155, 161-162
? How to Manage Scope Changes on a Project
? Scope Change Management - Project Management Knowledge
? Scope Change Control - Project Management Institute

NEW QUESTION 154
A project manager is in the middle of a project when one of the key project team members needs to take an unexpected and prolonged leave of absence. The project isahead of schedule and running under budget.
Which two actions should the project manager take initially to resolve this problem? (Choose two)

A. Check the project's responsibility assignment matrix (RAM) to determine which activities will be affected.
B. Check if the team member's activities are sufficiently documented to facilitate handover.
C. Check the risk register for a prepared response to a resource being suddenly unavailable.
D. Obtain the project sponsor's support to replace the team member on leave.
E. Reassign responsibilities across the remaining members using the available float for training.

Answer: AC

Explanation:
 A project manager should take the following two actions initially to resolve the problem of a key project team member taking an unexpected and prolonged leave of absence:
? Check the project's responsibility assignment matrix (RAM) to determine which activities will be affected. A RAM is a tool that shows the roles and responsibilities of each project team member for each project activity. By checking the RAM, the project manager can identify which activities are assigned to the team member on leave, and how their absence will impact the project schedule, scope, quality, and resources. This will help the project manager to plan for the necessary adjustments and communicate them to the relevant stakeholders.
? Check the risk register for a prepared response to a resource being suddenly unavailable. A risk register is a document that records the identified risks, their probability and impact, and the planned responses for each risk. By checking the risk register, the project manager can see if there is a contingency plan for the situation of a resource being suddenly unavailable, such as a reserve of time, money, or personnel. This will help the project manager to implement the appropriate response and mitigate the negative effects of the risk.
The other three actions are not the best initial steps to take, because:
? Checking if the team member's activities are sufficiently documented to facilitate handover is a good practice, but it is not the first thing to do. The project manager should first determine which activities are affected and how critical they are, before deciding how to hand them over to another team member or an external resource.
? Obtaining the project sponsor's support to replace the team member on leave is a possible option, but it is not the first thing to do. The project manager should first assess the impact of the team member's absence and the availability of alternative resources, before requesting the sponsor's approval and support for a replacement.
? Reassigning responsibilities across the remaining members using the available float for training is a possible option, but it is not the first thing to do. The project manager should first evaluate the feasibility and suitability of this option, considering the skills and workload of the remaining members, the complexity and urgency of the activities, and the amount of float available.
References:
? Project Management Institute. (2021). A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition. Project Management Institute.
? Project Management Institute. (2020). Agile Practice Guide. Project Management Institute.
? Project Team Annual Leave and Absence Tracker
? How To Write a Leave of Absence Request (With Examples)
? Formal Leave of Absence Letter Request Example

NEW QUESTION 157
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