PMP Test Bank

Question [1]

Which two actions should a project manager consider while launching a new virtual team? (Choose two)

a) Verify if team members are on more than one team and cannot devote enough time to this team
b) Recruit the best resources within the organization to be part of the virtual team
c) Evaluate the project manager's own strengths and weaknesses as a virtual team leader to identify avoidable pitfalls
d) Establish in the beginning, how progress will be monitored and the best means for communicating progress
e) Identify the types and quantities of resources required for each work package or activity

Explanation Q1:

The Correct Answer Is:

1- Establish in the beginning, how progress will be monitored and the best means for communicating progress.

2- Verify if team members are on more than one team and cannot devote enough time to this team.

Very Important Question for the real exam!

Question [2]

During project execution, one of the key project team members needs to take an unexpected leave of absence. The project is ahead of schedule and under budget.

Which two actions should the project manager take initially to resolve this problem? (Choose two)

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

Explanation

The correct answer Is :

1- Check the risk register for a prepared response to a resource being suddenly unavailable.

2- check the project's responsibility assignment matrix (RAM) to determine which activities will be affected.

PMP Test Bank

Question [4]

An agile team has been struggling to keep up with the planned pace, which is frequently resulting in sprint failures What should the project manager do to help avoid this situation in the future?

   a) Ask the project sponsor to approve overtime to compensate for the lack of performance while adjusting the plan
   b) Switch to a Kanban approach, implementing features on a first-come, first-serve basis, fostering a sustainable pace
   c) Review the velocity of the team over the last several sprints and adjust the plan accordingly
   d) Replace junior team members with more experienced ones and negotiate the project scope to compensate for the budget gap

Explanation

The correct answer is:

Review the velocity of the team over the last several sprints and adjust the plan accordingly.

Question [6]

During a project, a project manager realizes that a new stakeholder is interested in the project and wants to ensure the stakeholder is fully aware of the goals, objectives, and risks of the project. As a project manager, what should you do to enhance the success of the project?

   a) Share the project status reports with the new stakeholder
   b) Update the stakeholder engagement plan
   c) Add the new stakeholder to the communications management plan
   d) Schedule a meeting with the new stakeholder

Explanation

The correct answer Is

Update the stakeholder engagement plan.

Keyword (a project manager realizes) so the project manager already classified the stakeholders that he is an interested stakeholder. so the next step is to Update the stakeholder engagement plan based on his needs, expectations, interests, and potential impact on the project to enhance the success of the project

Question 8

A defect is identified during user acceptance testing that could significantly impact the system's performance. The project team has advised that this defect puts the delivery date at risk. Which risk management process should be performed?

   a) Monitor Risks, to install system performance monitoring tools and update the risk register
   b) Perform Qualitative Risk Analysis, to assess the extent of the system performance impact
   c) Plan Risk Responses, to outline the possible options to bypass the system performance issue
   d) Perform Quantitative Risk Analysis, to outline the details of the system performance issues

Explanation

The correct answer is: Perform Qualitative Risk Analysis, to assess the extent of the system performance impact

Easy Question.

After Identifying the risk, the next process Is to Perform Qualitative Risk Analysis

The Perform Qualitative Risk Analysis process should be performed before the Quantitative Risk Analysis and plan risk response process.

Very Important question for PMP Real Exam!

Question [9]

A project manager has been assigned to a new digital product line, which the company hopes will boost their revenue. The product is complex and requires customer feedback to continually refine the product The project is being handled by across-functional agile team. What should the project manager do to ensure value is delivered quickly?

  a) Plan the project to deliver value incrementally with regular releases
  b) Request a budget increase to pay the subject matter experts (SMEs) moreover time
  c) Identify tasks that can run in parallel to deliver the project faster
  d) Ask the project sponsor to provide additional resources to fast-track the project.

Explanation

The correct answer Is: Plan the project to deliver value incrementally with regular releases.

One means of delivering value sooner rather than later is via incremental delivery. Early and regular incremental releases lead to higher customer value and an increased market share. Dividing the product into increments* enables parts or elements of the product to be in the hands of customers prior to full delivery of the product.

Question [10]

A major issue about conflicting priorities has been highlighted by the project team with regard to a few stakeholder requirements. What should the project manager do?

  a) Prioritize other items for the team and deal with the conflicting requirements later
  b) Escalate to the project management office(PMO) and request a solution for the requirements
  c) Negotiate a common agreement with the involved stakeholders regarding the requirements
  d) Allow the project team to decide what is the most appropriate requirement to follow.

Explanation

Negotiate a common agreement with the involved stakeholders regarding the requirements

PMP Test Bank

Question [11]

A project manager is reviewing the lessons learned for a historical project. The review identifies that the client's engineer was adamant that they review all changes, even those not identified in the contract. How should the project manager deal with this when planning the project?

   a) Update the project risk register to identify this risk and describe how to mitigate the issue
   b) Ensure the change management plan highlights this requirement to prevent future issues
   c) Talk with the client to ensure they are aware of the change management procedure
   d) Update the project charter with this information regarding change management

Explanation

The correct answer Is: Ensure the change management plan highlights this requirement to prevent future Issues

Question [12]

A project team needs to follow regulatory compliance guidelines that are mandatory for the project. What should the project manager do to ensure compliance adherence?

   a) Assign a project team member to ensure compliance
   b) Assess compliance when there is time in the project
   c) Review compliance adherence at the end of the project.
   d) Include compliance within the development tools

Explanation

Assign a project team member to ensure compliance

Question [13]

A complex project is in the execution phase. A key stakeholder who is new to the project has not been approving project deliverables, which could impact the overall progress. What should the project manager do next?

   a) Facilitate a brainstorming session to find potential workarounds
   b) Capture this in the issue log and escalate it to the project sponsor.
   c) Meet with the stakeholder to understand what is causing the delays.
   d) Discuss the need to influence this stakeholder with the sponsor.

Explanation

Meet with the stakeholder to understand what is causing the delays.

PMP Test Bank

Question [14]

A key team member informs the project manager that they have been accepted to a master's degree program. The team member explains that the first semester of the master's program will coincide with the last phase of the project.

What should the project manager do?

a) Ask the team member to delegate some of their tasks to another colleague during the last phase of the project
b) Assess the team member's commitment to the master's program and its impact on project performance.
c) Suggest the team member postpone their enrollment in the master's program until the project is completed
d) Ask the team member to inform human resources(HR) about their enrollment in the master's program

Explanation

Assess the team member's commitment to the master's program and Its impact on project performance.

Question (15]

An organization imports many of the materials for a product build. Due to global shipping delays, some of the essential materials have yet to arrive. resulting in the inability to finish building the product for the upcoming release. The project manager is meeting with stakeholders to discuss options. What should the project manager recommend?

a) Meet with the engineering team to manufacture the materials in-house
b) Update the project management plan, factoring in furloughs of the assembly team to reduce expenses
c) Request marketing to launch an advertising campaign for the product that IS currently in stock
d) Explore if the materials could be supplied locally and obtained on time.

Explanation

Due to the inability to finish building the product for the upcoming release, the project manager should Explore if the materials could be supplied locally and obtained on time.

Question [16]

Two teams are engaged in a global project. After the first release, many issues were identified on the product, which could easily have been avoided with better communication. What should the project manager do?

a) Improve the Email system to provide better availability and quality in order to increase communication
b) Have team ambassadors from each location travel to the other in order to facilitate communication and minimize issues
c) Facilitate a meeting with both teams so that they can agree on the issues and propose solutions that work for both teams

d) Improve the videoconferencing system to provide better availability and quality in order to increase communication

Explanation

An Interactive model of communication is the best communication method to solve probiems.

The project manager should facilitate a meeting with both teams so that they can agree on the Issues and propose solutions that work for both teams

Question [17]

A new development project is about to start, and the project manager knows that a high-proof customer makes very specific and frequent requests in all sprints. This project will demand contract coordination with third parties, and the

project manager must find a better way to manage customer and partner expectations. What strategy should the project manager use?

a) Focus on the implementation of software as a service solution for the customer
b) Specify the scope and features to be deployed in the contract clearly
c) Work very closely with the customer and third parties to meet their needs
d) Change the marketing and product management definitions to meet stakeholder needs

Explanation

Work very closely with the customer and third parties to meet their needs

Question [18]

A project's business case was just approved and the project manager is creating the benefits management plan. It is unclear how the benefits from the project align with the organization's vision. What should the project manager do first to verify alignment?

a) Consult with the project team members to gain their opinions
b) Ask the project team to delay the kick-off while resolving the concern
c) Meet with the project sponsor to obtain more information.
d) Request a copy of the project assumptions log for more insight

Explanation

To verify alignment with the organization's vision, the project manager should Meet with the project sponsor to obtain more information.

The project sponsor is the best one who has information about the organization's vision and the project objectives.

PMP Test Bank

Question [19]

A company has undertaken a large transformation project in preparation for the changing economy. During the planning of the transformation project, the key resource from human resources(HR) refuses to approve the proposed

project plan. What should the project manager do to gain an understanding of the cause for the resource's refusal?

a) Speak with their colleague.
b) Speak directly with the resource
c) Organize a team meeting
d) Communicate with their supervisor.

Explanation

As a project manager, you should Speak directly with the resource to understand why he refuses to approve the proposed project plan

Question [20]

A project manager has been assigned to a project where the budget is very tight. Incurring extra costs is not an option. What should the project manager do to manage this situation?

a) Monitor the budget for the project continually and anticipate any issues if possible
b) Ask the accounting department to forward all project expenses to the project manager's email
c) File a change request to make the customer billable for all extra costs incurred for the project
d) Ask the project rosoures to firish thair assignmants in less timo than originaly plannec

Explanation

Monitor the budget for the project continually and anticipate any Issues if possible

Question [21]

A certain stakeholder keeps asking for changes to the project scope that are not consistent with the original project requirements. One of the changes was requested one month before the project launch date. This change is projected to cause significant project delays. What should the project manager do?

a) Submit a change request to the change control board (CCB).
b) Continue with the launch date as per the approved project management plan.
c) Inform the project steering committee about the project delay risk.
d) Update the change management document.

Explanation

Keyword (changes to the project scope - cause significant project delays) .. The project manager should Submit a change request to the change control board (CCB) for reviewing and approval.

PMP Test Bank

Question [22]

You are a project manager in a construction project. The project is ahead of schedule and under budget. A key stakeholder then suggests a change to include a value-added feature that wouldn't impact project schedule and cost. What should you do next?

    a) Update the project management plan to include the new feature.
    b) Advise the stakeholder that changes shouldn't be implemented when a project is behind schedule
    c) Evaluate the change's impact with the team.
    d) Advise the stakeholder that, since the project is under budget, the feature will be added

Explanation

The change does not impact the schedule and cost but the project manager should Evaluate the change's impact with the team on other project constraints...

Question [23]

The change control board just approved a change request to modify one of the major deliverables. In which process will this change be implemented?

    a) Direct and Manage Project Work
    b) Monitor and Control Project Work
    c) Perform Integrated Change Control
    d) Close Project or Phase

Explanation

An approved change request for corrective actions, preventive actions, and defect repairs will be implemented in the Direct and Manage Project Work process.

Question [24]

A project manager wants to measure velocity as the indicator of the agile team's progress. Which of the following metrics is best for the project manager to use for this purpose?

    a) The number of iterations completed by the team per release
    b) The number of user story points completed by the team per iteration
    c) The number of user story points completed by the team per day
    d) The number of story points planned to be completed in the next iteration

Explanation

Velocity Is typically calculated as the sum of story points sizes for the features actually completed during an iteration. Agile Practice Guide -PMI, Page(s) 61, 64

PMP Test Bank

Question [25]

How often should retrospective meetings be held, and why?

- a) If the Development Team is delivering, retrospective meetings are not necessary
- b) At the end of the project, because the lessons learned may be used on future projects.
- c) At the end of each Sprint, because they enable the Development Team to inspect its processes, adapt them and thereby constantly improve.
- d) Whenever the Development Team considers it necessary, since the team is self-organized.

Explanation

At the end of each Sprint, because they enable the Development Team to Inspect its processes, adapt them and thereby constantly Improve.

Question [26]

What does NOT belong to the agile manifesto's main pillars?

- a) Working software over comprehensive documentation
- b) Customer collaboration over contract negotiation
- c) Processes over people
- d) Individuals and interactions over processes and tools

Explanation

In Agile manifesto people and their Interactions are considered more valuable when compared to processes. PMI Agile Practice guide page, 08

Question [27]

Tracking project impediments in a Scrum project is whose primary responsibility?

- a) Developer
- b) Functional Manager
- c) Scrum Master
- d) Development team

Explanation

The coach of the development team and process owner in the Scrum framework. Removes obstacles, facilitates productive events, and defends the team from disruptions.

Question [28]

Which of the following is NOT a typical artifact of the Scrum framework?

- a) Sprint backlog
- b) Gantt chartI
- c) Product backlog
- d) Increments

Explanation

Product backlog, Sprint backlog, and increments are a typical artifact of the Scrum framework. PMI Agile practice guide Page, 101

Question [29]

A project manager is working in a hybrid environment using both waterfall and agile frameworks Which causes some confusion about who does what throughout

the project. What can the project manager do to help clear the confusion?

a) Invite the project sponsor to the project kick-off meeting
b) Send out an email to the project team to clarify who is responsible for what as it arises
c) Develop the resource management plan by defining the roles and responsibilities.
d) Detail the roles and responsibilities in the project charter.

Explanation

Develop the resource management plan by defining the roles and responsibilities.

Question [30]

You are a project manager in a construction project. The project team has a disagreement about the tasks they are assigned. Disagreements between the team members created a reduction in performance across the project. What tool or technique will you use to address the team's issues?

a) Recognition and rewards
b) Conflict management
c) Networking
d) Training

Explanation

Conflict management is the most appropriate answer to the question. Conflict management is a tool or technique used in the Manage Team process. When conflict is managed properly, it can lead to improved productivity and working relationships. Confict should be addressed early and privately using a collaborative approach.

Question [31]

Unlike traditional managers, agile leaders:

a) Solve problems for the team
b) Create working agreements
c) Handles uncertainties, risks, and changes
d) Enable team members to act

Explanation

Agile project management approach emphasizes servant leadership as a way to empower teams. Unlike traditional managers, agile leaders encourage their teams to be self-organizing, self-directing, and empowered to make their own decisions. In other words, agile leaders enable their team members to act upon decisions the teams are making. Managers in an agile environment practice servant leadership

by supporting and encouraging others in their endeavors so that they can perform at their highest level and continue to improve.

Question [32]

You will be leading an agile project. The goal of the project is to optimize organizational workflows and reduce costs by at least 30%. Since everybody will be affected by this project, you need to consider a big number of project stakeholders. During the prolect. you would need some business decisions to be taken. Who makes business decisions on agile projects?

- a) Product owner
- b) Servant-leader
- c) End customer
- d) Functional managers

Explanation

Product owners make decisions on behalf of business stakeholders on Agile projects. [Agile Practice Guide, 1st edition, Page 41]

Question [33]

_ can be defined as a technique to operate Scrum at scale for multiple teams working on the same product, coordinating discussions of progress on

their inter-dependencies, and focusing on how to integrate the delivery of software, especially in areas of overlap.

- a) Scrum of scrums
- b) Scrum
- c) Unified scrum
- d) Large Scale Scrum (Less)

Explanation

Scrum of scrums: A technique to operate scrum at scale for muitiple teams working on the same product, coordinating discussions of progress on their interdependencies, and focusing on how to integrate the delivery of software, especially

In areas of overlap. [Practice Gulde, 1st edition, page 154).

Question [34]

In the develop schedule process, _____ technique is used to provide a high level summary timeline of the 3-6 month schedule based on the product road map and the product vision for the product evolution.

- a) Agile release planning
- b) Root cause analysis
- c) Data analysis
- d) Project management information system

Explanation

PMP Test Bank

Agile release planning is used in the develop schedule process to provide a high level summary timeline of the release schedule (3-6) month based on the product roadmap and the product vision for the product evolution, it also determines the number of iterations or sprints in the release, it also allows the product owner and team to decide how much needs to be developed and how much it will take to have a releasable product.

Question [35]

The completion date for a critical milestone is approaching, but a shared team is unable to commit to achieving it on schedule. What should the project manager do to meet the milestone date?

a) Request the additional resources.
b) Approach the shared team's functional manager to request additional support.
c) Remind the shared team about the milestone's importance.
d) Ask the client to change the milestone date.

Explanation

Key word (a shared team) so the project manager is working in a weak matrix or functional organization. SO the project manager should approach the shared team's functional manager to request additional support. Option (Remind the shared team about the milestone's importance.) not good action because they already unable to commit to achieving it on schedule. Option (Request the additional resources.) not correct because the project manager have no authority and should ask the functional manager for support. Option (Ask the client to change the milestone date.) not good practice in such situation

Question [36]

Your project team works in two different buildings across the city. The team has been struggling to perform effectively, morale is low and has a difficult time resolving problems. What would be the BEST team development technique to resolve this issue?

a) Rewards
b) Co-location
c) Mediation
d) Training

Explanation

Colocation involves placing many or all of the most active project team members in the same physical location to enhance their ability to perform as a team. Colocation strategles can include a team meeting room, common places to post schedules, and other conveniences that enhance communication and a sense of community.[PMBOK 6th edition, Page340 J

PMP Test Bank

Question [37]

You are managing a large construction project. Your project team works in two different buildings across the city. You want to communicate the vision and inspire the project team to achieve high performance. Which of the following skills help the project manager?

   a) Political awareness
   b) Emotional intelligence
   c) Leadership
   d) Feedback

Explanation

Successful projects require leaders with strong leadership skills. Leadership is the ability to lead a team and inspire them to do their jobs well. it encompasses a wide range of skills, abilities, and actions. Leadership is important through all phases of the project life cycle. There are multiple leadership theories defining leadership styles that should be used as needed for each situation or team. it is especially important to communicate the vision and inspire the project team to achieve high performance.

Question [38]

The project Manager wants to capture information related to Roles and responsibilities and release, training needs, resource calendar, recognition, and rewards.

Which of the following documents would be most appropriate?

   a) Project Team Assignments
   b) Issue Log
   c) Resource Management Plan
   d) Project Management Plan

Explanation

The resource management plan is the component of the project management plan that provides guidance on how project resources should be categorized, allocated, managed, and released. The resource management plan may include:

Roles and responsibilities - Project organization charts - Training. - Team development - Recognition plan

Question [39]

After a certain duration wherein team members have worked with each other, the team members have begun to adjust themselves to other team members. Trust among the members has also increased. As their project manager, you are pleased with this situation. What will you do next?

   a) Bring them to the performing stage of the Tuckman ladder of team developmen
   b) Bring them to a stage where conflicts are minimum
   c) Bring them to a stage where you can begin delegating tasks to the team so that the projet is successful
   d) Allow them to continue at this performance level and then release the team members once the project is over

Explanation:

The team is presently in the norming stage of the Tuckman ladder of team development. The next stage Is the performing stage.

Question [40]

When giving rewards, all of the following are appropriate guiding principles except:

a) Rewards should satisfy the needs which are valued by the individual
b) Reward decisions may be made formally or informally
c) Rewards should consider cultural aspects
d) Rewards should be always based on overall team performance

Explanation

Explanation: Reward need not be based only on team performance. They should be based on what individual values and not generalized for everyone. Reward decisions may be taken informally also. Cultural aspects should be also considered.

Question [41]

During the execution phase, the project manager discovers that junior team member is struggling to complete the assigned work and requires some additional guidance to get back on track.As a project manager, what should you do?

a) Remove the team member from the project.
b) Send the team member to additional training.
c) Arrange for coaching from senior project team member.
d) Instruct the team member to work overtime to meet deadline.

Explanation

If a junior team member require some additional guidance, the project manager should first arrange for coaching from senior project team member before the training. Very Important question for Real pmp exam

Question [42]

Which of the following techniques is the most effective form of conflict resolution on a project?

a) Forcing
b) Smoothing
c) Reconciling
d) Collaborating

Explanation

Collaborating (or Problem Solving) Is a conflict resolution technique that incorporates multiple viewpoints, requires a cooperative attitude and open dialogue, and that typically leads to consensus and commitment concerning how to resolve the conflict.

Question [43]

You are a project manager who is in charge of an important project for your company.in your project, there are frequent technical disagreements among team members and the lead. What conflict management technique should the project manager use to resolve this?

a) Force/direct.
b) Withdraw/avoid.
c) Compromise/reconcile.
d) Collaborate /problem solve.

Explanation

Keyword (frequent technical disagreements) so the project manager should solve the proplem to reach to consensus. Collaborate/problem solve. Incorporating muitiple viewpoints and Insights from differing perspectives;requires a cooperative attitude and open dialogue that typically leads to consensus and commitment. This approach can result in a win-win situation.PMBOK 6th edition page, 349

Question [44]

Which of the following documents establish the team values, agreements, and operating guidelines for the team?

a) Stakeholder register
b) Project charter
c) Resource management plan
d) Team charter

Explanation

The team charter Is a document that establishes the team values, agreements, and operating guidelines for the team..

PMP Test Bank

Question [45]

Henry is a project manager has assigned to manage a new project. The project needs resources with specific skills from various organization departments. Henry must identify and agree on avallable internal human resources, and hire external experts because most organization staff are already assigned to other projects.

What should henry use first to obtain resources?

- a) Negotiation skills.
- b) Resource Traceability Matrix
- c) Acquisition skills.
- d) Interpersonal and team assessment tools

Explanation

An Interpersonal and team skill that can be used for Acquire Resources process is negotiation. Many projects need to negotiate for required resources. The project manager need to negotiate with: * Functional managers. Ensure that the project receives the best resources possible in the required timeframe and until their responsibilities are complete. * Other project management teams within the performing organization. Appropriately assign or share scarce or speciallzed resources. * External organizations and suppliers. Provide appropriate, scarce, specialized, qualified, certified, or other specific team or physical resources. Special consideration should be given to external negotiating policies, practices, processes, guidelines, legal, and other such criteria. PMBOK 6th Page, 332

Question [46]

During a team meeting, your team members don't remain on topic and often interrupt each other. This causes the meeting to take longer than planned. As a project manager, what should the project manager do?

- a) Better manage the communication channels
- b) Conduct the ground rules.
- c) Co-locate the team members in a place which is suitable to team
- d) Direct the meetings.

Explanation

Ground rules, defined in the team charter are established to set clear expectations regarding acceptable behavior by the project team members. So the project manager should Escalate ground rule to comply bt team members and remain on topic and do not interrupt each other.

PMP Test Bank

Question [47]

You are a project manager in a critical project for your organization. Your project sponsor has asked you to finish the project early as soon as possible. As a project manager, to motivate your project team, which of the following will you use?

a) Perform quality assurance
b) Training
c) Recognition and rewards system
d) Reschedule baselines to finish the project early

Explanation

As a project manager , to motivate your project team to finish the project early . you should conduct the recognition and rewards system .

Question [48]

You are a project manager managing a construction project. The project schedule is negatively impacted due to one team member's performance. If the project's deliverables due date are approaching, what should you do as a project manager?

a) Schedule training sessions for the team member to optimize his performance.
b) Mentor the team member
c) Acquiring a more skilled resource.
d) Remove the team member from the project.

Explanation

Very Important question for the real PMP exam. Mentor the team member is the best option and will be the first action to do. Schedule training sessions for the team member will take more time and the project is impacted negatively

Question [49]

Mark is managing an airport construction project. He is currently assessing stakeholder aspects like their interests, rights, ownership, knowledge, and contributions.

What will be your preference of technique to work this out?

a) Root cause analysis
b) Stakeholder engagement plan
c) Stakeholder mapping using salience model
d) Stakeholder analysis

Explanation

Stakeholder analysis results in a list of stakeholders and relevant information such as their positions in the organization, roles on the project, "stakes," expectations, attitudes (their levels of support for the project), and their interest In Information about the project. Stakeholders' stakes can include but are not limited to a combination of interest, Rights, contribution and ownership.

Question [50]

PMP Test Bank

During the initiation phase, the project manager classifying a list of project stakeholders and discovers an interested stakeholder with little authority. How should manage this stakeholder?

a) Keep satisfied
b) Monitor
c) Keep informed
d) Manage Closely

Explanation

It's important for the real exam. The stakeholder Is interested in the project with little authority so you will keep him informed.

Question [51

You are a Project Manager for an infrastructure development project. An unidentified stakeholder is not happy with your project performance. He has asked for some updates to perform on the project. As a project manager, what should you do next?

a) Analyze the impact of the request on the project
b) Implement the change
c) Update stakeholder register
d) Issue a change request to change control board (CCB) |

Explanation

Keyword (Unidentified stakeholder) you should first update the stakeholder register.

Question [52]

Some stakeholders in your project are not responding appropriately to your strategies for them. Due to this, you plan to investigate the reasons for this. What would be your best methodology for doing this?

a) Root cause analysis
b) Stakeholder prioritization
c) Mind mapping
d) None of the above

Explanation

A root cause analysis of the underlying reasons of stakeholder engagement levels will help work out a different strategy to Improve the levels.

PMP Test Bank

Question [53]

When a new influential stakeholder joins the organization and will be responsible for a few aspects of the project. What should the project manager do first to engage this stakeholder effectively?

a) Submit a change request to update the stakeholder engagement plan
b) Schedule a meeting with the new project stakeholder
c) Update the RACI chart with the responsibilities of the new stakeholder
d) Revise the stakeholder engagement assessment matrix

Explanation

The Manage Stakeholder Engagement process is the process of communicating and working with stakeholders to meet their needs and expectations, address issues, and foster the appropriate stakeholder Involvement. in order to effectively manage the new stakeholder's level of engagement, the project manager must understand, among other things, the stakeholder's requirements and expectations. Meeting with the stakeholder provides an opportunity for the project manager to establish a relationship and gather the necessary information from the stakeholder to engage him effectively. Therefore, of the avallable options, the first thing for the project manager to do is meet with the stakeholder to learn the stakeholder's requirements and expectations for the project. The incorrect answer choices represent actions that may not be necessary, or the project manager does not have enough information to perform at this point.

Question [54]

Project team members are developing a document that describes values that are important to the team's success such as sharing best practices, listening to each other with an open mind, and communicating respectfully during meetings. Which of the following describes this document?

a) Communication management plan
b) Resource management plan
c) Resource calendars
d) Team charter

Explanation

The team charter Is a document that records the team values, agreements, and operating guidelines, as well as establishing clear expectations regarding acceptable behavior by project team members.

Question [55]

After a high-level management meeting, the manager chairing the meeting asks the Project Manager to document and communicate the action Items to all the stakeholders. The Project Manager Is part of a _

_ organization

a) Balanced Matrix
b) Strong Matrix
c) Weak Matrix
d) Tight Matrix

Explanation

PMP Test Bank

The Project Manager Is part of a weak matrix organization and is playing the role of project expeditor. The project expeditor acts primarily as a staff assistant and communication coordinator. The expeditor personally cannot make or enforce decisions.

Question [56]

You are working with a couple of research associates to determine if Implementing a WIFI system in the neighborhood is going to benefit residents. As part of this effort, you will be working with authorities to get related government documents. Also, you will do an extensive survey on how people will be using the system and create reports from the survey. What do you call this effort?

a) A Survey
b) An Operation
c) A Project
d) A Research Study

Explanation

Every project generates a unique product, service, or result. This is a project because it is generating a unique result (knowledge and documentation) and it is temporary. Although not stated explicitly in the question description, the project time-constrained or there Is a timeline wherein project tasks will be considered completed (I.e. WIFI system implemented, obtained government-related documents, survey complete, and reports created.)

Question [57]

Which of the following best describes the role of a project sponsor?

a) Project Sponsor is responsible for managing the quality of deliverables
b) Project Sponsor is responsible for managing the project
c) Project Sponsor is responsible for providing funding for the project
d) Project Sponsor is responsible for identifying key stakeholders

Explanation

The project sponsor is not responsible for managing the project nor the quality of deliverables; it is the role of the project manager. While the sponsor can ald in identifying key stakeholders, the key area a sponsor plays a part in is providing funding. The sponsor provides funding directly or indirectly and is responsible for approving or denying the budget. The project sponsor is also generally the one who approves the Project Charter, but that is not mentioned in the question.

Question [58]

The business case documents the business needs and the cost-benefit analysis that justifies the project. Which of the following best describes the responsibility of the project manager within the Project business case?

a) Development of the project business case
b) Update the business case at the end of each phase

c) The project manager may make recommendations to keep the project business case in alignment with the goals and objectives of the organization.
d) Making changes on the business case if necessary

Explanation

The project manager does not update or modify the business documents since they are not project documents; however, the project manager may make recommendations to keep the project business case in alignment with the goals and objectives of the organization.

Question [59]

In your project meetings, you regularly find that project staff are nodding their heads but do not speak much or ask questions. Which of the below training will help improve this situation?

a) Active listening skills
b) Interpersonal skills
c) Body language training
d) Presentation skills

Explanation

Explanation: Active listening related to acknowledging, confirming, clarifying, understanding and removing communication barriers.

Question [60]

You are managing an agile software project. Previously you had managed only non-Agile projects. Which type of meetings would you find to be unique to your current project compared to your earlier projects?

a) Quality review meetings
b) Design meetings
c) Vendor performance review meetings
d) Sprint meetings

Explanation

Sprint meetings are unique to agile projects.

Question [61]

You are managing a multinational project with team members across different countries and varying time zones. In this scenario, you wish to choose a communication media which is most efficient to project requirements. What should be the most appropriate way to address this?

a) explore communication tools available in the market, and ask for quotation exclusively for your project instead of using existing tool in the organization
b) Discuss the communication requirements and the available options with stakeholders to seek their inputs
c) Use a combination of communication technology as is done in your peer's project
d) Use the most cost effective technique, and involve everyone to explain its usage

Explanation

PMP Test Bank

It is important to have effective communication media in this project, especially considering the team is in different geographical locations and communication requirements are complex. It is best to take input from the stakeholders of the project and understand their communication requirements before finalizing a technique.

Question [62]

A portfolio manager informs the project manager that their project was terminated. The project manager wants to inform the stakeholders and team members about this. To what document should the project manager refer?

  a) Communication management plan.
  b) Resources Management Plan
  c) Change Management Plan.
  d) Responsibility assignments matrix (RAM).

Explanation

Keyword (Inform) The project manager should refer to the communication management plan to inform the stakeholders and team members about the project's termination decision. Because the communication management plan includes who & when & why should send the Information.

Question [63]

A project manager joins a global project that will be supported by virtual teams in different time zones. How should the project manager share information in this situation?

  a) Communicate the work breakdown structure(WBS) to the virtual team members.
  b) Employ project communication and technical tools to adapt to the virtual teams.
  c) Use the resource breakdown structure (RBS) to set up the virtual teams.
  d) Review the responsibility assignments matrix (RAM) to understand the virtual teams' roles

Explanation

The Project manager will share Information by Employ project communication and technical tools to adapt to the virtual teams. The other options (RAM - WBS - RBS) are not useful in this situation.

Question [64]

A project is terminated early, and the project manager sends the final project report to relevant stakeholders. A finance manager is Interested in understanding the impact and requests a copy of the report. What should the project manager do?

  a) Send the report to the finance manager.
  b) Review the stakeholder engagement plan and act accordingly.
  c) Check the communication management plan and act accordingly.
  d) Don't send the report since the project was prematurely terminated.

Explanation

The project manager should Check the communication management plan and act accordingly because it contains Stakeholder communication requirements and Persons or groups who will receive the information.

Question [65]

What is the difference between a predictive lifecycle and an adaptive lifecycle?

a) Predictive lifecycle is plan-driven; adaptive lifecycle is change-driven.
b) The predictive follows the same pattern for each iteration and the adaptive lifecycle changes its approach based upon performance growth of the project results.
c) There is no difference
d) Predictive lifecycle forecasts project completion; adaptive lifecycle completes the project when the money runs out.

Explanation

Predictive lifecycle is plan-driven; adaptive lifecycle Is change-driven.

Question [66]

After conducting data analysis, a project manager determines the cause and degree of variance relatives to the approved scope. What should the project manager do next?

a) Updates the scope management plan.
b) Change the performance measurement baseline.
c) Revise the scope baseline.
d) Decide if a corrective or preventative action is required.

Explanation

Important aspects of project scope control include determining the cause and degree of varlance relative to the scope baseline and deciding whether corrective or preventive action is required

Question [67]

A Project Manager has delivered a major deliverable of the project. The customer comes back a week after the release saying that he is not entirely satisfied with the deliverable. What should the Project Manager do NEXT?

a) Talk to the Senior Manager to discuss the customer concern and resolution
b) Continue with the next deliverable as the project has to be finished on time
c) Do a scope verification of this deliverable to check if it satisfies project objectives
d) Ensure that the next deliverables have the features that the customer specified and exceed his expectations

Explanation

Verifying the project scope Includes reviewing deliverables to ensure that each is completed satisfactorily. If this is successful, it should provide customer satisfaction

PMP Test Bank

Question [68]

A project manager already has a good understanding of the expectations of the project stakeholders. What action should the project manager take next to effectively plan the project?

- a) Conduct a kick-off meeting with the team.
- b) Determine the project budget and funding sources.
- c) Assess required competencies against resource availability.
- d) Discover needs and decomposes them into requirements.

Explanation

We can ask the question with another way to be easy, what is the next process after developing the project charter and Identify stakeholders?.... The answer is to collect requirements..... The project's success is directly influenced by active stakeholder involvement in the discovery and decomposition of needs into the project and product requirements and by the care taken in determining, documenting, and managing the requirements of the product, service, or result of the project.

Question [69]

Two project team members have a different understanding of the intent of a work package. What should the project manager do?

- a) Tell the team members to refer to the communication management plan.
- b) Conduct a brainstorming session with the team.
- c) Empower the team members to request clarification from the client.
- d) Review the work breakdown (WBS) dictionary with the team members.

Explanation

The WBS dictionary Is a document that provides detalled deliverables, activity, and scheduling information about each component in the WBS. The WBS dictionary is a document that supports the WBS.

Question [70]

You are using a methodology that calculates the amount of float on varlous paths in the network diagram to determine the minimum project duration. What tool or technique are you using?

- a) Parametric estimating
- b) Critical chain method
- c) Critical path method
- d) Three-point estimating

PMP Test Bank

Explanation

The critical path method is used to estimate the minimum project duration and determine the amount of schedule flexibility on the logical network paths within the schedule model. A critical path is normally characterized by zero total floats on the critical path.

Question [71]

A project manager uses the schedule from a similar project to estimate the cost of the project activities for a new project. Which method was used to derive the estimates?

- a) Parametric estimating.
- b) Analogous estimating.
- c) Expert judgement.
- d) Bottom-up estimating.

Explanation

Keyword (uses the schedule from a similar project) Analogous estimates are usually done in the initial stages of the project when limited information is known. They use historical information and expert judgment. Analogous cost estimating is generally less costly and time-consuming compared to other methods, but it is also less accurate.

Question [72]

Which of the following processes are concerned with comparing the work results with the quality requirements to ensure the result is acceptable?

- a) Manage Quality
- b) Control Quality
- c) Validate Scope
- d) Control Scope

Explanation

Control Quality Is concerned with comparing the work results with the quality requirements to ensure the result is acceptable.

Question [73]

As a project manager, which of the following processes is responsible for verifying that the project deliverables are ready for inspection and acceptance by the customer?

- a) Manage Quality
- b) Control Quality
- c) Direct and Manage Project Work
- d) Validate scope

Explanation

A goal of the Control Quality process is to determine the correctness of deliverables. The results of performing the Control Quality process are verified dellverables that become an input to the Validate Scope process for formalized acceptance.

Question [74]

The project vendor you selected to provide materials for your project has many problems with the quality control department and he experienced a lot of conflict with them in the previous time. As a project manager, what should you do next?

a) Directing the Quality Department to reject all materials related to the vendor
b) Perform quality audits
c) Bring the vendor to meet the control quality department and follow the quality procedures
d) Raise the issue to sponsor

Explanation

A very Important question for PMP real exam. The project manager should be proactive and manage the conflict between the quality control department and the vendor. so, the project manager should bring the vendor to meet the control quality department and follow the quality procedures.

Question [75]

To improve the quality of project deliverables, the project manager decides to involve the project team in defining project standards, policies, and guidelines. The team thinks that this a waste of effort, and would like to continue to execute the project as planned. What should the project manager do next?

a) Organize a project team meeting to create a shared vision.
b) Produce the quality management plan, and distribute it to stakeholders.
c) Log an issue with the team and discuss it with the human resources department.
d) Meet with individual team members, and force them to comply.

Explanation

The project manager should Organize a project team meeting to create a shared vision and the importance of the quality of the project deliverable and this is not a waste of effort and should defining project standards, policies, and guidelines To improve the quality of the project deliverables. The next step Produce the quality management plan, and distribute it to stakeholders.

Question [76]

You are a project manager in an IT project. During the deployment of a new system, an unexpected power outage occurs. What should the project manager do?

a) Refer to the risk register and inform key stakeholders
b) Risk categorization
c) Perform a qualitative risk analysis
d) Risk probability and impact assessment

PMP Test Bank

Explanation

As an unexpected power outage occurs, the project manager should first Refer to the risk register and Inform key stakeholders to handle this scenarlo. Risk categorization and Risk probability and Impact assessment are T&T In Perform a qualitative risk analysis process, therefore they can be excluded.

Question [77]

During the development phase of an IT implementation project, the client refuses to grant the project team access to their database. Since this is essential for the configuration of the application, the project deliverables could be impacted. What should the project manager do next?

   a) Discuss it with the project team and update the project schedule.
   b) Log it in the risk register.
   c) Review the project statement of work (SOW)
   d) Update the issue log and meet with the client to review.

Explanation

Since the client refuses to grant the project team access to their database this is an Issue and the project manager should FIRST Update the Issue log and meet with the client to review and solve it.

Question [78]

Which of the following Processes must the project manager perform to avold scope creep caused by uncontrolled changes?

   a) Perform integrated change control process
   b) Validate Scope Process
   c) Control Quality Process
   d) Perform Qualitative Risk Analysis Process

Explanation

The uncontrolled expansion to product or project scope without adjustments to time, cost, and resources is referred to as scope creep. Change is inevitable, so the project manager must perform all changes through the Integrated Change Control process to avold scope creep caused by uncontrolled changes.

Question [79]

The decision to move from one phase to another is known as which of the following? (Choose two.)

   a) Phase gate
   b) Continuance threshold
   c) Go/No go
   d) Phase endpoint|
   e) Kill point|

Explanation

The decision to move from one phase to another is known as Kill point and Phase gate.

PMP Test Bank

Question [80]

You are a project manager for an infrastructure project. Your project team members report to you that the to-complete performance index (TCPI) is 0.9 based on the budget at completion (BAC). Which of the following Is true regarding your project's current situation as reflected by this TCPI value?

  a) The project is ahead of schedule
  b) The project is over budget
  c) The project is behind schedule
  d) The project is within budget

Explanation

The to-complete performance index (TCPI) Is a measure of the cost performance that is required to be achieved with the remaining resources in order to meet a specified management goal, expressed as the ratio of the cost to finish the outstanding work to the remaining budget. A TCPI value equal to 1.0 means you are right on budget, and as long as you maintain the present cost performance index (CPI), you should not exceed the project budget. A TCPI value greater than 1.0 means you need to take a stricter cost management approach or you will exceed your budget at completion (BAC). A TCPI value less than 1.0 Indicates you are within your budget and have done an excellent job of managing project costs.

Question [81]

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

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

Explanation

The correct answer is: The product owner has evaluated the product against the definition of done(DoD)

Definition of Done(DoD) A team's checklist of all the criteria required to be met so that a deliverable can be considered ready for customer use.

Very Important Question for PMP Real exam!

Question [82]

A project manager is new to the project. During one of the project status update meetings, a key stakeholder, the project manager's functional manager, is dissatisfied with the work in progress, and points to the project manager. What

should the project manager do?

  a) Schedule a one-on-one meeting with the functional manager to prove the project is on time
  b) Admit that the functional manager is right and promise to rectify the situation immediately
  c) Show the functional manager that the progress is on time based on the schedule

d) Listen carefully and show understanding of the growing needs of the functional manager

Explanation

As a new project manager, you should listen carefully and show understanding of the growing needs of the functional manager.

Question [83]

Due to unforeseen circumstances, a contractor was unable to mobilize the project team, which was necessary to conduct face-to-face meetings and discussions. Virtual meetings were subsequently put in place, but the local project team and end-users now face a communication gap that is causing the team's low performance. What should the project manager do?

a) Reassess continually to remove blockers for the team
b) Terminate the contract and initiate a new one with a local contractor
c) Ask the contractor to solve this problem because this is a contractual obligation
d) Implement key performance indicators (KPIs) and convince the contractor to engage the team

Explanation

Reassess continually to remove blockers for the team

Question [84]

An agile team has completed 9 out of 10 stories for the sprint. During the retrospective, a few team members pointed out that they finished all of their stories. However, one team member failed to finish a story. What should the agile leader do?

a) Emphasize to the team that each member is responsible for their story, but the team is collectively responsible for finishing the sprint
b) Suggest that the team assign stories at the beginning of the sprint based on each person's strengths to maximize performance
c) Ask the team to address this at the next sprint planning instead of at the retrospective
d) Work with the product owner to remove the story from the sprint

Explanation

Emphasize to the team that each member is responsible for their story, but the team is collectively responsible for finishing the sprint

Question [85]

A project manager has been assigned to lead a major project in a government organization. There are no policies and procedures for project management since there is no project management office(PMO) .The managers involved are unaware of their responsibilities for the project. What should the project manager do?

a) Start planning the project and then request that a PMO be implemented in the organization
b) Provide project management training to the stakeholders and explain their responsibilities
c) Request that the implementation of a PMO be executed in parallel with the project
d) Provide project management training to only the internal team involved in the project

PMP Test Bank

Explanation

Provide project management training to the stakeholders and explain their responsibilities

Question [86]

A construction project for a nuclear powerplant will reduce the region's energy dependence on external electricity supplies. The project manager has received support for the project from several leaders in the region. However, some people from the government

want to stop this project to focus on developing renewable energy sources. Which stakeholders should the project manager include in the stakeholder engagement plan?

a) Stakeholders who have been identified and who have needs and a potential impact on the project
b) Stakeholders who are supporting the project in order to obtain additional resources
c) Stakeholders who disagree with the project so as to proactively manage their expectations
d) Stakeholders who are selected by the project sponsor who has a potential impact on the project

Explanation

Stakeholders who have been Identified and who have needs and a potential impact on the project -

Very Important Question for PMP Real Exam!

Question [87]

A project manager is leading an agile team. The daily standups and iteration meetings are currently facilitated by the product owner. A team member contacts the project manager and mentions that they are looking to improve their facilitation skills. How should the project manager respond to this request?

a) Ask the team member to review the lessons learned on facilitation from previous projects
b) Add new elements to the project backlog to account for the training needs of the team member
c) Suggest that the team member facilitate an upcoming iteration and review the outcomes in the iteration retrospective
d) Engage their functional manager to determine if there is alignment to their development plan before agreeing

Explanation

Suggest that the team member facilitate an upcoming iteration and review the outcomes in the Iteration retrospective

Question [88]

A project manager has been authorized to begin a project and realizes that an effective high-performing team is needed to finish the project successfully. What should the project manager do next?

a) Hold early kick-off meetings and regular weekly meetings
b) Select members for their skill or potential
c) Set performance standards and direction
d) Establish the project scope and set clear team objectives

Explanation

Establish the project scope and set clear team objectives

Question [89]

An organization is transitioning to agile. The project manager is discussing how to manage risks with the development team in light of the transition for a particular project. The team estimates the risk level as low. What should the project manager do?

a) Create a risk register to identify, capture, review, and manage risks using a risk management process
b) Trust the development team's risk estimation and inform the project sponsor that the risks will be evaluate data later time.
c) Capture all the backlog entries assessed by the development team to have evidence that risk management has been completed
d) Create a risk register and include a single generic risk, set the level to low, and then close the risk at the end of the project

Explanation

Create a risk register to identify, capture, review, and manage risks using a risk management process

Question [90]

A project sponsor is concerned that the scope is not being met correctly and has questioned several team members about this individually. When the project sponsor approached the project manager, the project manager realized that the issue was that the project sponsor understood the scope in a different manner than the project team. What should the project manager do to address this issue?

a) Ask the project team to compile a project scope document and obtain approval from the project sponsor
b) Setup a daily standup and request that the project sponsor attend to understand the project's tasks and deliverables
c) Request that the project team change their task daliverables to refloct the projoct sponsors requirements
d) Facilitate a stakeholder alignment session so that the team and project sponsor are in agreement with the deliverables

Explanation

Facilitate a stakeholder alignment session so that the team and project sponsor are in agreement with the deliverables

Question [91]

A project manager has been assigned to a hybrid project. The project manager needs to ensure all team members are collaborating and are aware of the project's ongoing changes. What should the project manager do?

   a) Distribute a project newsletter that includes any project changes and required project information
   b) Send out daily emails with the project status and task lists to all team members
   c) Encourage collaboration on a daily basis, facilitating different communication channels
   d) Meet daily with the project team and include a monthly report on the risks and issuc

Explanation

Encourage collaboration on a daily basis, facilitating different communication channels

Question [92]

A CEO of a general contracting company urgently asks the project manager to signup two project team members to participate in a specific training course. Halfway through the training, both team members complain that the training is too difficult, above their experience level, and that the material does not align with their tasks. What should the project manager have done to prevent this situation?

   a) Sent an immediate request to the human resources (HR) department to replace the current team members with higher skilled candidat
   b) Planned a training to follow the specific course to bring the two team members to the required experience level
   c) Communicated with the two team members that the purpose of the training is to provide material that might be useful to them in the future
   d) Observed and assessed the competencies and skills of the team members and analyzed the training material beforehand

Explanation

Observed and assessed the competencies and skills of the team members and analyzed the training material beforehand

Question [93]

A newly assigned project manager is reviewing the project management plan and realizes that the project is running behind schedule. What should the new project manager do to address this situation?

   a) Modify the project management plan and get approval from relevant stakeholders.
   b) ssue a change order to the change control board(CB) and re-baseline the schedule
   c) Negotiate with the project sponsor immediately and establish a new project charter
   d) Add more resources to recover the schedule without making changes to the baseline

Explanation

Issue a change order to the change control board(CCB) and re-baseline the schedule

Question [95]

A project has recently Kicked off. The project manager observes that there are different expectations among the project team members. These growing misunderstandings are affecting team productivity.

Which document should the project manager use as a guide to resolve the Issue?

a) Stakeholder register
b) Team charter
c) Project organization charts
d) Project charter

Explanation

Team charter: A document that enables the team to establish Its values, agreements, and practices as it performs Its work together.

A good team charter includes:

- The team's shared values.

- Guidelines for team communications and the use of tools.

- How the team makes decisions.

- How the team resolves conflicts when disagreements arise.

- How and when the team meets.

Other team agreements (such as shared hours, Improvement activities).

Question [96]

A new regulation has been approved that will impact the deliverables in the fourth phase of the project The delivery is following an iterative approach and is currently completing the second phase.

What should the project manager do next?

a) Consult with the project sponsor to discuss a cost increase
b) Meet with subject matter experts (SMEs) to assess the impact to objectives
c) Acquire approval for an exception to the implementation of the new regulation.
d) Get approval for the additional budget from the steering committee

Explanation

Since Its a new regulation, the project manager should Meet with subject matter experts (SMEs) to assess the impact to objectives.

PMP Test Bank

Question [97]

A project manager has recently joined a small company. The company's chief operating officer (COO) asked the team to skip some steps in the process in order to work more quickly. The project manager wants to ensure that these steps are not skipped in the future.

What should the project manager do?

a) Schedule a review of the process steps with the team and the COO.
b) Notify all team members that all steps in the process must be completed.
c) Escalate the issue to the other executive leadership members.
d) Redesign the process so the team can move more quickly.

Explanation

Since the project manager Is new, SO he should first review the process steps with the team and the coo.

Question [98]

An organization is adopting an agile mindset. On the first agile project, the project manager faced an Issue because the team was unable to make decisions on time.

What should the project manager do to address the problem?

a) Define clear guidelines on how decisions should be made under the new organizational policy and reinforce them with the team on every occasion.
b) Assess the situation to understand how the organization's culture impacts the decisionmaking process, and coach the team toward a new model.
c) Invite senior leadership to a team-building workshop and restate the importance of accountability and leadership under the new company direction.
d) Adopt an autocratic leadership style and dictate all decisions in order to speed up the team's velocity.

Explanation

Assess the situation to understand how the organization's culture Impacts the decision-making process, and coach the team toward a new model.

Question [99]

The customer wants to show their stakeholders a tangible outcome faster. This requires advancing a milestone.

Which two things should the project manager do? (Choose two)

a) Inform the customer that moving the milestone has a very high impact on project cost.
b) Discuss which requirements can be delivered faster with the project team.
c) Escalate the Issue to sentor management so thev can impose a solution on the customer.
d) Convince the customer to keep the requirements as is and not move the milestone.
e) Review the customer's priorities regarding the desired requirements for the milestones.

Explanation

PMP Test Bank

1-. Review the customer's priorities regarding the desired requirements for the milestones.

2-. Discuss which requirements can be delivered faster with the project team.

Question (100]

A multinational company is launching a company-wide digital transformation project that covers all of Its regions and business lines. The project Is expected to go through five phases and finish In 2 years. The project manager schedules a kick-off meeting. What should the project manager do next?

a) Document the kick-off meeting and close out the planning phase after the meeting is held.
b) Ensure there is enough budget to mandate all team members to fly to corporate headquarters for the kick-off meeting
c) Limit to one kick-off meeting in the project's first phase in order to control the budge
d) Consider using digital or virtual tools to conduct the kick-off meeting to minimize geographic boundaries

Explanation

Consider using digital or virtual tools to conduct the kick-off meeting to minimize geographic boundaries.

Question [101]

A project manager is working on a project to build a manufacturing complex. The project will run in three different phases: engineering, procurement, and construction. The procurement phase is in the initiation stage. The project sponsor wants to pursue the project phases as they have been planned, but also wants to accommodate and adjust to new data, input from the customer, and changes during the various phases as the project progresses. How should the project manager approach this project?

a) Evaluate and decide on a phased project management approach
b) Apply a predictive project management approach
c) Implement an adaptive project management approach
d) Use a hybrid model to combine predictive and adaptive lifecycles

Explanation

Since The Project sponsor wants to accommodate and adjust to new data, input from the customer, and changes during the various phases as the project progresses. So the project manager should Use a hybrid model to combine predictive and adaptive lifecycles.

Question [102]

An organization is transitioning to an agile approach. At the projects first. sprint review, the product owner did not accept the result of the sprint and has some concerns. What should the project manager do?

a) Ask the product owner to accept the outcome since the team delivered what was agreed in the sprint planning
b) Ask the project team to address the product owner's issues since the product owner is responsible for the scope in agile
c) Create a record in the issue register and escalate the issue to the project steering committee

d) Organize a sprint retrospective and discuss the issues and how they can be avoided in the next sprint

Explanation

The correct answer Is: Organize a sprint retrospective and discuss the issues and how they can be avoided in the next sprint.

During the Sprint Retrospective, the team discusses: What went well in the Sprint. What could be improved? What will we commit to Improve In the next Sprint

ommit to Improve in the next Sprint.

Question [103]

A junior project manager was recently hired to lead a complex project scheduled to kick off in 2 weeks. The junior project manager was introduced to another project manager for mentoring. Which two benefits will the junior project manager realize by

being assigned to a mentor? (Choose tio)

a) The junior project manager reports administratively to their mentor so that human resource(HR) questions can be answered quickly.
b) The junior project manager can discuss certain problems with their mentor without fear of retribution
c) The mentor can provide past project documentation with early warning indicators that potential problems could occur
d) The mentor will be immediately available to takeover the project if there are problems or project delays
e) The mentor will be involved in the decision-making processes implemented by the junior project manager

Explanation

1- The junior project manager can discuss certain problems with their mentor without fear of retribution

2- The mentor can provide past project documentation with early warning indicators that potential problems could occur

Question [104]

After a project status meeting, the project manager realizes that the project is under budget, quality checks are positive, and the schedule variance is negative. How should the project manager qualify the project status?

a) Stopped
b) Ahead of schedule
c) Behind schedule
d) On schedule

Explanation

The schedule variance is negative, so the project is Behind schedule

PMP Test Bank

Question [105]

An agile team is facing a challenge with the quality of Its deliverables. Every time a feature is promoted to production, many defects arise, preventing the customers from properly using the solution. What should the project manager do to avold this situation in the future?

a) Hire a quality assurance specialist and integrate a second phase of testing into the current project life cycle
b) Create a team incentive program with prizes, allowing the team members to work overtime to find defects
c) Reduce the release cycle and invest more time on the current features instead of releasing new ones
d) Use the next retrospective to understand the root cause of the quality issues and have the team come up with an action plan.

Explanation

Use the next retrospective to understand the root cause of the quality issues and have the team come up with an action plan.

Question [106]

A project manager is managing a technical project that requires intensive documentation as part of the key deliverables. In a project review meeting, a key stakeholder reports that the latest documentation provided by the project manager includes a reference to unrelated products. What should the project manager do?

a) Develop a standard for document quality control
b) Log the issue in the risk register and the issue log
c) Ask the project management office(PMO) to support and review all deliverables
d) Assign a technical writer to the project

Explanation

The correct answer Is: Develop a standard for document quality control

Question [107]

A project manager has just taken over a project that is in the requirements gathering phase. A stakeholder indicates that they have not received any progress updates even though reports have been sent on a weekly

basis. What should the project manager do to ensure all stakeholders are receiving proper information about the project?

a) Hold a steering committee meet ng with all stakeholders to provide a comprehensive update on the project progress
b) Assess all of the project stakeholders and document their preferred communication method and frequency.
c) Create daily progress reports and send them to all stakeholders
d) Include stakeholders in the weekly status meetings with the team

Explanation

The project manager to ensure all stakeholders are receiving proper information about the project, he should Assess all of the project stakeholders and document their preferred communication method and frequency:

Question [108]

A project team began working on a complex project that Involves new technology as a product. The team is new to the technology and the proposed approach. Additionally, the customer Is

apprehensive about how the product will be received in the market. What should the project manager do to help the team and the customer?

   a) Work closely with the marketing team on market research and product segments.
   b) Manage the risks associated with the proposed approach.
   c) Coordinate with the business unit to get detailed requirements.
   d) Assist the team with identifying the minimum viable product(MVP) to validate assumptions.

Explanation

It's a new technology, so the project manager should Assist the team with identifying the minimum viable product(N/VP) to validate assumptions.

Question (109]

A project manager is leading a project that will be delivered using a Scrum framework. The organization has an innovative project management office (PMO) that fully supports agile and also has a very friendly procurement team. A new vendor needs to be engaged to provide more developers for a new reporting platform. What should the project manager do?

   a) Use a formal approach using procurement policies, procedures, forms, and work instructions
   b) Use an agile approach and engage a vendor that delivered well in a previous organizatio
   c) Consult the product owner and engage a vendor that is recommended by them
   d) Consult the development team and engage a vendor that is recommended by them

Explanation

A new vendor should be engaged as per a formal approach using procurement policies, procedures, forms, and work instructions.

PMP Test Bank

Question [110]

A project manager Is implementing an enterprise-wide software project. The project has a great business Impact and is fully supported by senior management. However, the project manager Is facing difficulties getting the support of several key departments. What should the project manager do:

a) Understand the user concerns and revisit the stakeholder engagement plan
b) Convince senior management to introduce rewards to resisting departments
c) Ask senior management to communicate with these departments
d) Hire a project management consultant to help resolve the issue

Explanation

The Project manager should Understand the user concerns and revisit the stakeholder engagement plan to get the support of several key departments

Question [111]

In an organization with a good work-life balance, one team was continuously overloaded, thereby delivering the product late with poor quality. What should the project manager do?

a) Request the team to focus on doing better planning
b) Request management for a high-performing team
c) Request the replacement of certain team members
d) Request the team to work more for on-time delivery

Explanation

Request the team to focus on doing better planning

Question [112]

A project manager brings in a new team member from an agile environment to work in a predictive environment. The project manager expects to leverage the new team member's agile experience with the existing team members

What should the project manager do to integrate the new team member effectively?

a) Meet with all team members and explain the new employee's position.
b) Train the new team member in the predictive proiect management approach
c) Acknowledge that hiring this new employee is a risk to the existing team
d) Set expectations with the new team member and explain what is needed

Explanation

Set expectations with the new team member and explain what is needed

PMP Test Bank

Question [113]

In a project using a hybrid approach, the performance of the team was consistently excellent during the predictive stages. When the iterations began, however, the team members started to show signs of low commitment, conflicts, and confusion, resulting in low

morale. What should the project manager do to handle this situation?

 a) Give team members more authority to make decisions.
 b) Perform team-building activities and enhance collaboration
 c) Coach the team members on agile processes and knowledge
 d) Identify the team members who are impacting low morale.

Explanation

Keyword (When the iterations began, the team members started to show signs of low commitment)

so the project manager should Coach the team members on agile processes and knowledge to fill this gap.

Question [114]

A project leader is assigned to a new project and is asked to assemble an effective five member agile team. If the project leader has no restrictions, which team should they choose?

 a) A team whose members have more general aptitudes and can collaborate on different tasks
 b) A team whose members have different skill sets and are spread out geographically
 c) A team whose members have more general aptitudes but like to work individually

A team whose members work independently and are the best subject matter experts (SMES)

Explanation

A team whose members have more general aptitudes and can collaborate on different tasks.

Cross-functional teams are an essential component of agile development. They Include people with a variety of complementary skillsets working together to complete projects in sprints or Iterations.

"Cross-functional teams have all competencies needed to accomplish the work without depending on others not part of the team.

" The "T-shaped" metaphor comes from the idea that an individual can possess deep skills in a few areas as well as a broader range of shallower skills.

PMP Test Bank

Question [115]

A subcontractor informs the project manager that they are unable to supply a key component to the project. What should the project manager do?

- a) Discuss the issue with the project sponsor and request extra time and budget to obtain the component from a different supplier.
- b) Submit a change request to the change control board (CCB) for changes to the performance measurement baseline to obtain the component from a different supplier.
- c) Raise a new risk in the risk register, perform a risk assessment, and convene SMEs and relevant stakeholders to plan a risk response
- d) Raise a new issue in the issue log and identify alternatives to address the problem.

Explanation

Keyword (A subcontractor informs The PM) so it's an issue, not a risk. so the project manager should

Ralse a new Issue in the Issue log and identify alternatives to address the problem.

Question [116]

A project manager is in the middle of an agile project comprised of 100 user stories broken down into five iterations. Each user story is worth USSSO. The actual expenditure is US$2,000 and 50 user stories have been delivered. How is the project performing?

- a) The project is on budget and on schedule.
- b) The project is over budget and behind schedule
- c) The project is under budget and on schedule.
- d) The project is under budget and behind schedule.

Explanation

100 user stories broken down into five iterations (SO each iteration have 20 user stories) |

AC= 2000

EV= 50*50=2500

CPI=2500/2000 = 1.25 SO The project Is under budget

The project in the middies of the project, so Pv=50 user stories

PV = 50 • 50= 2500

SP|= 2500/2500= 1...SO the prolect on Schedule

PMP Test Bank

Question [117]

After a project team has been working on a project for several months the project is cancelled. The project sponsor is putting pressure on the project manager to perform closeout duties as fast as possible so that the project team can move on to

other work The project sponsor has instructed the team not to waste time archiving the project artifacts for the cancelled project How should the project manager handle this situation?

a) Document the project sponsor's instructions as the archived project artifacts.
b) Consult with the project management office (PMO) for guidance on project artifacts.
c) Comply with the project sponsor's request to not archive the project artifacts.
d) Archive the project artifacts on the project manager's local computer for future reference.

Explanation

Consult with the project management office (PMO) for guidance on project artifacts.

Question [118]

Two functional managers disagree on key features of one deliverable during the planning of a project. The project manager discovers that each manager included requirements that contradict each other. The functional managers do not want to meet

with each other to find a solution This situation has been escalated to the sponsor who requests a meeting with them. What strategy should the project manager use to resolve this conflict in the meeting?

a) Explain to the managers that only one of the two requirements can be implemented, and submit a change request.
b) Explain to the managers that the contradicting requirements are being considered for implementation in the project
c) Ensure that both managers understand the requirements and search for a solution that best satisfies this deliverable
d) Request that the managers explain why each requirement must be implemented and decide by considering the cost and benefits

Explanation

(Win-Win situation Is the best way) Ensure that both managers understand the requirements and search for a solution that best satisfies this deliverable

Question [119]

A product owner presented the backlog to the team, and the team raised concerns over implementing some of the features due to various impediments. What should the project manager suggest that the product owner do next?

a) Ensure that the impediments are captured and prioritized based upon the highest valued features
b) Begin to remove the impediments, starting with the easiest ones first, to foster team accomplishment

c) Capture the impediments and inform management that their assistance is needed in resolving the impediments

d) Estimate the financial impact of the impediments and request additional funding

Explanation

Ensure that the impediments are captured and prioritized based upon the highest valued features

Question [120]

In the middle of a project, a business unit manager who regularly interacts with the project manager's team is promoted to a higher management position. The replacement manager is from the same unit and is somewhat familiar with the project.

After getting more information about the new manager, what is the project manager's next step?

a) Send the new manager a copy of the project charter to ensure the project objectives are understood.

b) Schedule a meeting with the new manager to discuss the business analysis team's plans.

c) Update the stakeholder register and the stakeholder engagement plan to include the new manager.

d) Contact the previous business unit manager to learn more about the new manager.

Explanation

Update the stakeholder register and the stakeholder engagement plan to include the new manager.

Question [121]

A project manager is leading a software development project. Recently, team members have complained that during the last few daily standup meetings, a key stakeholder frequently interrupts, requests explanations, and proposes unplanned

changes. This issue is frustrating the project team and slowing down work. What should the project manager do?

a) Address the issue with the stakeholder and explain the situation.

b) Instruct the team to work as planned and Ignore the stakeholder's requests.

c) Add more team members to make up for any project delays.

d) Escalate the situation to upper management.

Explanation

The project manager, as a servant leader, should remove the impediments and protect the team. so he should Address the Issue with the stakeholder and explain the situation.

Option (Instruct the team to work as planned and Ignore the stakeholder's requests.) Is not correct. Ignoring this stakeholder is not a solution to this Issue because it will recur.

Question [122]

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

What should the project manager do?

a) Schedule communication training for management-level stakeholders.
b) Understand how political aspects can affect the project.
c) Consider cultural differences among stakeholders.
d) Conduct an integration meeting among all stakeholders.

Explanation

Consider cultural differences among stakeholders to ensure the project will remain on track and achleve Its goals.

Question [123]

During the course of a project, the team develops negative group behaviors and becomes unmotivated and unproductive. What should the project manager do to improve the project team's performance?

a) Escalate poor performance to functional managers
b) Update the stakeholder engagement plan
c) Define and analyze performance metrics
d) Conduct a root cause analysis session

Explanation

The project manager should conduct a root cause analysis session to define the root cause and take corrective action to improve the project team's performance.

Question [124]

A project manager who works for a company involved in several industries is asked to lead a software development project for a government agency. The company attempted to execute similar projects for other industries before but was

unsuccessful.

What should the project manager do to ensure project success?

a) Develop a contingency plan to prepare for possible risks.
b) Review the lessons learned registers from the previous projects.
c) Continue executing the project using expert judgment.
d) Document this information in the risk management plan

PMP Test Bank

Explanation

The project manager should review the lessons learned registers from the previous projects To find out why previous similar projects were unsuccessful.

Question [125]

A project is in the knowledge transfer phase, and a few subject matter experts (SMEs) went to the client site for knowledge transfer The SMEs captured various process deviations without sharing with the project team. How can the project manager

ensure knowledge transfer across the team?

a) Ask the project management office (PMO) to provide team members with real-time visibility for deviations and facilitate team members to resolve issues
b) Ask the SMEs to share the knowledge transfer documents with all other members by placing the documents in the project management information system (PMIS)
c) Ask the project team to run a deviation log review meeting with the client, highlighting that the project may not be able to go live as scheduled
d) Ask the project team to facilitate a lessons learned session during the project closure phase to incorporate this issue

Explanation

Ask the SMEs to share the knowledge transfer documents with all other members by placing the documents in the project management information system (PMIS)

Question [126]

A project manager is leading a project that is in an advanced stage. All high-level risks identified in the risk management plan have been resolved or are no longer a risk for the project. Only low-level risks remain What should the project manager do

now?

a) Reclassify low-level risks as high-level risks
b) Notify stakeholders that all high-level risks have been resolved
c) Reevaluate identified risks and update the risk register
d) Reduce the priority of project risks as all remaining risks are low-level|

Explanation

The project manager should Reevaluate Identified risks and update the risk register

Question [130]

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

a) Invite the stakeholders to discuss the prioritization of a new deliverable.
b) Detail the reason for the deliverable delay in the status report
c) Register a risk and escalate it to the project sponsor.
d) Include the responsibility for acquisition with the core team

PMP Test Bank

Question [131]

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

 a) Register a risk and escalate it to the project sponsor
 b) Include the responsibility for acquisition with the core team
 c) Detail the reason for the deliverable delay in the status report
 d) Invite the stakeholders to discuss the prioritization of a new deliverable

Explanation

Invite the stakeholders to discuss the prioritization of a new deliverable

Question [132]

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

the team members. What should the project manager do next?

 a) Assign critical tasks to the most experienced team members
 b) Review lessons learned from similar projects with the team
 c) Review the budget with the team for needed resources
 d) Explain the higher-level objectives to be assigned to the team

Explanation

Review lessons learned from similar projects with the team

Question [133]

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

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

Explanation

Remove low-value items from the backloa to compensate for the hiaher cost.

PMP Test Bank

Question [134]

A key stakeholder who is highly involved in the project claims that the reports sent by the project team are inadequate. What should the project manager do first?

    a) Explain to the stakeholder that these are the approved templates for the reports
    b) Ask the project team to review and modify all of these reports.
    c) Ask the sponsor to meet with the stakeholder to diffuse the situation with the reports
    d) Ensure that the reports comply with the communications management plan

Explanation

Ensure that the reports comply with the communications management plan

Question [135]

A project manager is working on a software development project for an oil and gas client using an agile approach. The project manager is having difficulty preparing the schedule because the project has various unknowns. Which scheduling method should the

project manager use to develop the schedule?

    a) Iterative scheduling
    b) Parametric scheduling
    c) Analogous scheduling
    d) Three-point scheduling

Explanation

The correct answer is: Iterative scheduling

Used in the agile approach for product development. The benefit of this approach is that it welcomes changes throughout the development life cycle.

- Three-point scheduling, Parametric scheduling, and Analogous scheduling are used only for traditional projects not agile...

Question [136

A member of a testing team in an agile project works well with the project team. However, in the previous two iterations, this team member's performance was poor, and the team had difficulty meeting the iteration goals. How should the project manager handie this situation?

    a) Discuss the issue with the team member's functional manager.
    b) Inform the human resource (HR) department about the issue.
    c) Allow the project team to discuss the problem with this team member.
    d) Speak to the team member regarding the need to improve performance.

Explanation

Allow the project team to discuss the problem with this team member.

PMP Test Bank

PMP Test Bank

Question 137

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

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

Explanation

Integrate the acceptance criteria review into the definition of ready (DoR) for each feature and associated tests into the feature's definition of done (DoD).

Question (138)

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

a) 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.

Explanation

Advise the team that solely focusing on artifacts will not produce successful project deliverables.

one of the main agile principles: Working Product over documentation

Question [139]

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

a) Quality process
b) Quality management plan
c) Project charter
d) Organizational process assets (OPAs)

Explanation

Organizational process assets (OPAs)

PMP Test Bank

Question [140]

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

manager prevent this outcome in the new project?

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

Explanation

Define a user focus group as external stakeholders with a high influence on outcomes.

Question [141]

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

manager have done to prevent this from happening?

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

Explanation

Defined acceptance criteria in a quality checklist agreed upon before starting the build phase

Question [142

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

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

Explanation

Discuss ground rules with the team that will include dally meetings.

Question [143]

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

- a) Resource leveling
- b) Decomposition
- c) Network diagram
- d) Work breakdown structure (WBS) |

Explanation

Decomposition Is a technique used for dividing and subdividing the project scope and project deliverables into smaller, more manageable part

Keyword (Subdivide)

Question [144]

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

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

Explanation

Support the developers with their intention to learn the new technology.

Question [145]

A project manager is preparing to start a new project in which the team members are distributed geographically across different countries. The project manager is using the communications management plan to engage the team members and find a communication

method that suits everyone. How should the project manager continually evaluate the effectiveness of the virtual team's engagement?

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

PMP Test Bank

Explanation

Collect feedback from the team to discuss alternatives to enhance the communication.

Question [146]

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) Create a lessons-learned document for the initiation phase.
b) Ensure the stakeholder engagement plan is accurate and properly documented.
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.

Explanation

Review the lessons learned from the previous project.

Question [147]

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

a) Established patterns of communication.
b) Project team's shared objectives
c) Individual and personal objectives
d) Organization's strategic goals

Explanation

Project team's shared objectives

Question [148]

All project team members refer to the project manager for various decisions. This causes delays for some tasks, as the project manager is usually preoccupied in meetings throughout the day. What should the project manager do to prevent these delays?

a) Delegate the decision-making authority of some tasks to the team.
b) Review the Pareto diagram to identify the source of delays.
c) Meet with the team in 2 weeks to respond to al of the open tasks.
d) Consolidate the decision-making authority to remain with the project manager.

Explanation

Delegate the decision-making authority of some tasks to the team.

Question [149]

A project manager just completed a successful deployment and is preparing to transition the project to an operational state before starting closeout actions. What should the project manager do to ensure that the project is ready to move to an operational state?

a) Meet with the project team to review the work breakdown structure (WBS) and confirm deliverables have been delivered.
b) Develop a plan to repay the technical debt incurred during the project and ensure that the project sponsor agrees with the plan.
c) Refer to the project's work in progress (WIP) reports to ensure that there is no additional work in the backlog.
d) Review the project approval requirements in the project charter and confirm who will be approving the project.

Explanation

Review the project approval requirements in the project charter and confirm who will be approving the project.

Question [150]

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

a) Projects will deliver early and use value based on priority.
b) Projects will be delivered with very low risk to the organization.
c) Projects will be delivered with significant cost savings.
d) Projects will be completed faster, saving time and money.

Explanation

Projects will deliver early and use value based on priority.

Question [151]

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

do first?

a) Pause the project if a business value cannot be reached and collect lessons learned.
b) Release the team and help them achieve their potential on a new project.
c) Ask the organization's management for advice regarding the project's direction.
d) Assess the environmental changes and recommend a pivot for the project.

Explanation

Ask the organization's management for advice regarding the project's direction.

Question [152]

A project team is working on an agile software development project. The project manager is concerned that the virtual team may not be as effective as a colocated team at headquarters. Which two actions should the project manager leverage to ensure the team is

meeting performance expectations? (Choose two)

a) Utilize a web-based kanban board.
b) Require a monthly individual status report.
c) Implement time-keeping software for team members.
d) Task functional managers to drive accountability.
e) Hold daily virtual meetings to review progress.

Explanation

1- Hold dally virtual meetings to review progress.

2- Utilize a web-based kanban board.

Question (153]

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

concerns. What can the project manager do to demonstrate the feature integration?

a) Create a task for the iteration review and add it to the backlog.
b) Include the business stakeholders in the iteration review.
c) Review the backlog in detail with the business stakeholders.
d) Involve business stakeholders in the iteration retrospective.

Explanation

Include the business stakeholders in the iteration review.

Question [154]

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

a) Perform schedule analysis.
b) Perform quality control analysis.
c) Perform trend analysis.
d) Perform root cause analysis (RCA).

Explanation

Trend analysis

* Examines project performance over time to determine if performance is improving or deteriorating.

* An analytical technique that uses mathematical models to forecast future outcomes based on historical results

Question [155]

A project is about to start with a global project team. Travel is not a viable option for project team members, so most will participate virtually. What should the project manager do to engage the team?

a) Have one-on-one meetings with team members to improve communication.
b) Ask human resources (HR) for team-building recommendations.
c) Schedule weekly team meetings to encourage collaboration.
d) Invest in a virtual collaboration/colocation environment.
e) Explanation
f) Invest in a virtual collaboration/colocation environment.

Question [156]

A project manager has just received communication from an operational functional manager to complete an additional scope item for a project that was formally closed a few weeks ago. The scope looks relatively small and simple to handle as part of the daily

operations activity. How should the project manager deal with this request?

a) Confirm that the budget and resources are available to execute the work request.
b) Evaluate the nature of the request and plan communication accordingly.
c) Submit a change request and allocate the budget and resources needed for execution.
d) Check the alternative resources available in the organization for the request.

Explanation

Evaluate the nature of the request and plan communication accordingly.

Question [157]

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

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

Explanation

Discuss the product owner's recommendations with the team and implement the agreed-on solutions.

Question [158]

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

a) Move the dependent task to the next iteration
b) Escalate the issue to the project sponsor.
c) Guide the team to determine alternatives.
d) Escalate the issue to the company's IT manager.

Explanation

PMP Test Bank

Guide the team to determine alternatives.

Question [159]

A project manager is leading a project when a key stakeholder requests additional work that is not in the scope. The stakeholder is also concerned that the project sponsors may not approve and fund the additional change in scope. What should the project manager

do first?

    a) Evaluate the cost of the additional requested work.
    b) Evaluate the impact and submit a change request.
    c) Discuss the requested change with the sponsor.
    d) Discuss the requested change with the team.

Explanation

Evaluate the impact and submit a change request.

Question [160]

A critical project milestone was missed because one of the team members did not complete their tasks on time. This resulted in a heated discussion during a demonstration for the end users. What should the project manager do next?

    a) Escalate the performance issue to the team member's functional manager.
    b) Discuss the issue with the team member in a one-on-one meeting.
    c) Ask the team member to justify the delay during a team meeting.
    d) Review the human resources (HR) policies for relevant corrective actions.

Explanation

Discuss the Issue with the team member in a one-on-one meeting.

Question [161]

A project manager is in the process of closing out a project and has been asked by the project management office (PMO) to confirm that the transfer of knowledge to the operations team for support operations has been successfully completed. Which technique

should the project manager apply to verify the knowledge transfer?

    a) Brainstorming
    b) Meetings
    c) Expert judgment
    d) Regression analysis
    e) Explanation
    f) Meetings

Question [162

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

predictive projects. How can the project manager strategize the use of a hybrid approach to the organization?

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

Explanation

Present the benefits of a hybrid approach to key stakeholders to get their support.

Question [163]

A project is in the start-up phase of the project life cycle. The project team consists of 20 people from five different countries. The project team is scheduled to have quarterly face-to-face meetings. However, due to unforeseen circumstances, no face-to-face meetings can occur. The project manager is concerned that the team may not be able to fulfill their individual roles without face-to-face meetings.

What should the project manager do in this situation?

a) Utilize virtual teams for meetings and deliverables.
b) Review the risk register for this unforeseen circumstance.
c) Use the contingency reserve and subcontract the work.
d) Ask for an extension of time on the project deliverables.

Explanation

Utilize virtual teams for meetings and deliverables.

Question [164]

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

Explanation

Ensured the risk was adequately assessed and mitigated by the (appropriate stakeholders.)

Question [165]

PMP Test Bank

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 suspention of work by all contractors.

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- a) Ensured the stakeholder who was providing additional funds remained interested in the project.
- b) Ensured the stakeholder anticipated obstacles to achieving financial closure on the remaining funds
- 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.

Explanation

Ensured the risk was adequately assessed and mitigated by the appropriate stakeholders.

Question [166]

A company is interested in reducing production costs in one of its production lines. When the project charter was about to be approved, one of the key stakeholders questioned the project's value and caused a delay in the approval. What should the project

manager have done to avoid this setback?

- a) Detailed the project charter.
- b) Assessed feasibility and impacts.
- c) Developed benchmarking
- d) Analyzed stakeholders.

Explanation

The correct answer Is: Analyzed stakeholders.

The project manager should have analyzed stakeholders to know their expectations and potential impact on the project from the outset.

Question [167]

During an agile project, a project manager lost one of the resources, and at the same time, uncovered new requirements, which were added to the backlog. What should the project manager do next?

- a) Reevaluate the scope of the current iteration to keep the same velocity and timeline.
- b) Reevaluate the project schedule as the velocity will be impacted by the loss of resources.
- c) Reevaluate the velocity as the iteration duration will be impacted by new requirements.
- d) Reevaluate the backlog priority with the product owner since the velocity has been impacted.

Explanation

The correct answer is: Reevaluate the scope of the current iteration to keep the same velocity and timeline.

Explanation:

- This Is an Agile project.

- Lost one resource, velocity will be impacted for the current sprint.

- New requirements were added to the backlog - This may or may not affect the project schedule until the assessment is done for the later sprint.

Option (Reevaluate the velocity as the Iteration duration will be impacted by new requirements.) >> Not valid due to the new req is added to the backlog. so it will not affect the current iteration/sprint.

Question [169]

A project manager is working as a servant leader for a pilot project to adopt agile practices. After three sprints, the team demos the product to the main stakeholders 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) Share the product backlog for the main stakeholders to review in advance
b) Create dedicated sprints to implement feature fixes for the rejected ones.
c) Ask the project sponsor to evaluate the assignment of a new product owner.
d) Engage the main stakeholders in the upcoming sprint review sessions.

Explanation

Engage the main stakeholders in the upcoming sprint review sessions.

Question [170]

A project manager is assigned to work on a complex and innovative project. The technology being used and developed is new and complicated, and most of the stakeholders are unfamiliar with it.

Which approach should the project manager use as a servant leader?

a) Contact the project sponsor to get those stakeholders removed from the project
b) Ask stakeholders to find and self-fund education about this new technology.
c) Escalate the issue with upper management to find a novel solution for this situation.
d) Allocate resources to provide training about the new technology to the stakeholders.

Explanation

Allocate resources to provide training about the new technology to the stakeholders.

PMP Test Bank

Question (171)

A company wants to be a pioneer in its industry and has announced the launch date of a new innovative product. After the first sprint planning, the team realizes that it is not possible to deliver all the features in the required time.

What should the project manager do to ensure success?

a) Ask the customer to reduce the backlog to meet the launch date.
b) Schedule a meeting with the stakeholders to review the contingency plan.
c) Assist the team in defining a minimum viable product (MVP) by the launch date.
d) Increase the capacity of the team to deliver the completed backlog on time.

Explanation

Assist the team in defining a minimum viable product (MVP) by the launch date.

An MVP Is a concept from agile that refers to a product that has just enough features to satisfy the needs of early customers and, more Importantly, give them something to provide feedback on to shape the future of the product

Question [172]

An agile project will be delivered to a client based on a fixed price in cryptocurrency. Due to the volatility of cryptocurrency, both parties have agreed to adjust the scope to the value of the cryptocurrency at the end of every Iteration and halt the project when the agreed price Is reached.

Which approach should be used in this situation?

a) An incremental approach with a minimum viable product (MVP).
b) A predictive approach with short phases.
c) An iterative approach starting with the highest value epic.
d) A flow-based approach starting with the smallest stories.

Explanation

An Incremental approach with a minimum viable product (MVP).

Question [173]

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

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

Explanation

Instruct the team to analyze and interpret the data before including it in the report.

you need to convert the LARGE AMOUNT OF Data to useful Information aligned with what the stakeholder expected to see.. for that analyzing the data will be required before adding it to the report.

Question [174]

A project manager is leading an electrical project that spans five towns. The project manager is informed by the team that one of the towns is not allowing the team to work there even though the town was included in stakeholder engagements before the start of the project. What should the project manager do?

a) Instruct the team to move to the next town and continue the project to avoid further delays.
b) Change the project scope and seek approval to exclude this town from the overall project.
c) Engage with the town's authorities to discuss the reason for the change in commitment and agree on a solution.
d) Retrieve all minutes of stakeholder engagements and send to the town as a reminder of their commitment to the project.

Explanation

Engage with the town's authorities to discuss the reason for the change in commitment and agree on a solution.

The best course of action for the project manager in this situation would be Engage with the town's authorities to discuss the reason for the change in commitment and agree on a solution. Engaging with the town's authorities can help the project manager understand why the town is not allowing the team to work there and find a solution that is acceptable to both parties. it is possible that there has been a change in the town's circumstances that has led to the change in commitment, and this needs to be understood and addressed.

Question [175]

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

What should the project manager do?

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

Explanation

The correct answer Is: Propose that the well-defined scope Items be delivered using a predictive approach and use an agile approach to deal with the complex Items.

Keyword: most of the scope items are defined- a few items that are hard to grasp and very complex.

Question [176]

A new team member on a self-organizing team is finding it difficult to deliver due to the new technology being used in the project. What should the project manager do in this situation?

a) Request the team member to move to another team.
b) Include the team member in an improvement program through a human resources (HR) request.
c) Mentor the team member and provide the necessary training.
d) Delegate other team members to complete this team member's tasks.

Explanation

Mentor the team member and provide the necessary training.

Question [177]

An agile team is required to address a technical, complex requirement that has no visual deliverable to show the customer. What guidance should the product manager provide to improve the requirement development?

a) Reprioritize the product backlog by lowering the priority of the complex activity, so it will be worked on later in the project.
b) Discuss this with the team and reprioritize the backlog to deliver maximum value by including a portion of the complex work.
c) Inform the customer that there will not be any deliverable due to the complexity involved in the requirement.
d) Allow the team to focus and complete the complex work because it will reduce the risk of finding issues later in the project.

Explanation

Discuss this with the team and reprioritize the backlog to deliver maximum value by including a portion of the complex work.

In this situation, the PRODUCT MANAGER should discuss the technical, complex requirement with the team and reprioritize the backlog to deliver maximum value by including a portion of the complex work. This approach will allow the team to focus on delivering the most important features and functionality to the customer while also addressing the complex requirement. The product manager should also work with the team to identify ways to deliver visual representations of the complex work to the customer, such as diagrams, flowcharts, or mock-ups. It is Important not to lower the priority of the complex activity because it will increase the risk of finding issues later in the project and not to inform the customer that there will not be any deliverable due to the complexity involved in the requirement because it could create dissatisfaction with the product.

PMP Test Bank

Question [178]

During a sprint, one of the team members found an issue. According to the team member and the product owner, the issue has a higher level of importance than the other features of the sprint, but is not a roadblock to completing it. What should the project lead ask the project team do?

a) Address this issue only as it has a higher priority than the remaining features of the same sprint.
b) Avoid the temptation to make any changes and address the issue in the next sprint.
c) Submit the issue to the change control board (CCB) to evaluate and formally approve a plan to address it.
d) Follow the sprint plan by delivering the features established for the sprint and prioritize the issue in the backlog.

Explanation

Follow the sprint plan by delivering the features established for the sprint and prioritize the Issue in the backlog.

Question [179]

In order to increase a project's profit margin, the project manager and subject matter experts (SMEs) agreed to select the oldest model of a specific machine available in the market. When the machine reached its destination country, it was blocked by customs authorities who restricted the import of this machine model. What should the project manager have done to prevent this from happening?

a) Ensured that the SMEs correctly defined the project scope and the machine model.
b) Ensured the project sponsor provided enough funding to purchase the latest version of the machine.
c) Ensured that the technical team researched and selected the latest model of the machine.
d) Ensured that regulatory compliance was considered in the quality management plan.

Explanation

Ensured that regulatory compliance was considered in the quality management plan

Question [180]

A healthcare company is in the process of deploying an innovative healthcare solution globally. The project team has completed a limited release. The stakeholders have raised concerns about global healthcare guidelines and risks. What should the project manager do next?

a) Evaluate lessons learned from similar projects prior to deployment.
b) Conduct a feasibility analysis of deploying the solution globally.
c) Perform a qualitative risk analysis on the identified project risks.
d) Review compliance and regulatory requirements with stakeholders.

Explanation

Since stakeholders have raised concerns about global healthcare guidelines and risks, the project manager should Review compliance and regulatory requirements with stakeholders.