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Skill Valley Academy

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About the Book.

Prepare with confidence for the Project Management Professional (PMP) certification exam with the "PMI PMP PMBOK 7 Practice Exam Book." This comprehensive resource offers you the ultimate tool to master the latest PMP exam based on the PMBOK Guide, 7th Edition, and the 2021 Exam Content Outline (ECO).

Key Features:

📚 Three Full-Length Practice Tests: With over 540 realistic PMP questions, this book provides an extensive opportunity to test your knowledge and skills before taking the real PMP exam. These tests mimic the format, content, and difficulty level of the actual exam, helping you gauge your readiness.

📖 **Aligned with PMBOK Guide, 7th Edition:** Our questions are meticulously crafted to align with the latest PMBOK Guide, 7th Edition, ensuring you're preparing with the most up-to-date materials. You can trust that our content reflects the latest project management best practices and standards.

🔍 **Detailed Explanations:** For each question, you'll find in-depth explanations that not only provide the correct answer but also clarify why it's the right choice. This helps you understand the underlying concepts and principles, enhancing your overall comprehension of project management.

📈 **Track Your Progress:** Keep track of your progress and identify areas where you need improvement. Use these practice tests strategically to focus your study efforts where they matter most.

🎯 **Exam Readiness:** Achieving PMP certification is a significant career milestone. This book is designed to help you reach that goal by boosting your confidence and knowledge. Feel well-prepared and poised for success when you walk into the exam room.

📅 **Updated for 2023:** In the ever-evolving field of project management, staying current is crucial. Our practice tests reflect the latest updates, ensuring you're studying material that's relevant to the 2023 PMP certification exam.

Whether you're a seasoned project manager looking to formalize your expertise or a newcomer to the world of project management aiming to establish a solid foundation, the "PMI PMP PMBOK 7 Practice Exam Book" is your essential companion. Maximize your chances of passing the PMP exam and advancing your career by harnessing the power of realistic practice tests and detailed explanations. Get started today and embark on your journey to PMP success!

Table of Content

Chapter 1: About PMI PMP.

The Project Management Institute (PMI) offers the Project Management Professional (PMP)® certification for project managers, which is highly regarded in the industry. What sets PMI apart from other certification programs is its commitment to aligning its examination development processes with industry best practices, as outlined in the Standards for Educational and Psychological Testing. Moreover, the PMP® certification holds accreditation against internationally recognized ISO 9001 and ISO/ANSI 17024 standards.

The PMP examination plays a crucial role in obtaining this professional certification. It is essential that the exam accurately reflects the practices and expertise of project managers. To ensure this, all questions on the exam undergo a rigorous process. They are meticulously crafted and extensively reviewed by subject matter experts who themselves hold a valid PMP certification and are cross-referenced with at least two credible references. These questions are carefully aligned with the PMP Examination Content Outline to guarantee that the exam is well-structured and comprehensive, providing a valid assessment of a candidate's knowledge and skills in project management.

1.1 About PMP Certification.

The PMP credential recognizes individuals proficient in effectively managing personnel, processes, and business priorities within professional projects. PMI, the foremost global authority on project management, established the PMP to honor project managers who have demonstrated their leadership abilities and expertise in various project methodologies. To attain PMP certification, a project manager must satisfy specific prerequisites and successfully complete a 180-question examination. The PMP exam was developed by experienced project leaders, ensuring that each question reflects real-world project management experiences.

The PMP Exam is accessible in multiple languages, including Arabic, Chinese (both Simplified and Traditional), English, French, German, Hebrew, Indonesian, Italian, Japanese, Korean, Polish (Poland), Portuguese (Brazilian), Russian, Spanish (both Mexican and Spanish variations), and Turkish.

PMP certification attests to your proficiency in:

- Inspiring individuals and teams throughout all stages of a project's success.
- Employing predictive, agile, and hybrid approaches to determine the most suitable project methodology for each unique project.
- Emphasizing a project's achievements and its contribution to overarching strategic organizational objectives.

1.2 About Exam Outline

The research conducted by the JTA (Job Task Analysis) has confirmed that contemporary project management professionals operate within diverse project settings and employ various project methodologies. The following table identifies the proportion of questions from each domain that will appear on the examination.

Domain	Percentage of Items on Test
I. People	42%
II. Process	50%
III. Business Environment	8%
Total	**100%**

Consequently, the PMP (Project Management Professional) certification will reflect this diversity and encompass a wide range of approaches for delivering value. Approximately half of the PMP examination will assess predictive project management methods, while the other half will evaluate agile or hybrid approaches. These approaches, namely predictive, agile, and hybrid, will be integrated across all three domain areas mentioned earlier and will not be confined to any specific domain or task. It's important to note that the precise number of questions for each approach may vary depending on the exam version. To maintain the validity of knowledge and skill assessment, our scoring model is subject to periodic review by scoring experts.

1.3 PMP Eligibility Essentials.

To qualify for the PMP certification, you must satisfy specific educational and professional experience prerequisites. All your project management experience must have been acquired within the eight years leading up to your application submission. This experience should encompass roles where you were responsible for guiding and overseeing projects. A project, as defined in the PMBOK® Guide, is a temporary undertaking aimed at delivering a distinctive product, service, or outcome. Additionally, aside from the aforementioned project management experience, applicants must have completed a minimum of 35 contact hours of formal project management education, unless they currently hold an active CAPM certification. If you are a current CAPM certification holder, you are exempt from the requirement to provide evidence of the 35 contact hours of project management education; this requirement is waived for you.

Educational Background	Project Management Experience
Secondary degree (high school diploma, associate’s degree or global equivalent)	Minimum five years/60 months unique non-overlapping professional project management experience
OR	
Four-year degree (bachelor’s degree or global equivalent)	Minimum three years/36 months unique non-overlapping professional project management experience
OR	
Bachelor's or post-graduate degree from a GAC accredited program * (bachelor’s degree or master's or global equivalent)	Minimum two years/24 months unique non-overlapping professional project management experience

1.4 Domains, Tasks, and Enablers

In this book, you will discover an updated framework for the PMP Examination Content Outline. We've refined the format based on valuable input from our customers and stakeholders, making the PMP Examination Content Outline more accessible and comprehensible.
On the subsequent pages, you will find information regarding the domains, tasks, and enablers as defined by the Job Task Analysis (JTA).

- **Domains** are defined as the overarching knowledge areas crucial to the practice of project management.
- **Tasks** represent the fundamental responsibilities of project managers within each domain.
- **Enablers** serve as illustrative examples of the activities associated with each task. It's important to note that enablers are not intended to be an exhaustive list but rather provide a few examples to illustrate the scope of each task.

Each PMP examination will cover all tasks within a domain, and we will adhere to the specified percentage of coverage at the domain level, as detailed in the previous section.

Following is an example of the new task structure:

Task statement → **Manage conflict**

Enablers
- Interpret the source and stage of the conflict
- Analyze the context for the conflict
- Evaluate/recommend/reconcile the appropriate conflict resolution solution

1.5 PMP Exam Details.

The PMP exam comprises a total of 180 questions, with 5 of these questions designated as pretest items. Pretest questions hold no impact on your final score; instead, they are used during exams to assess the future validity of test questions. These questions are randomly distributed throughout the exam. To access an up-to-date list of item types included in the exam, please visit the PMP Exam Updates page on pmi.org.

Allotted Examination Time: 230 minutes.

Total Examination Questions: 180

No. of Scored Questions: 175

No. of Pretest (Unscored) Questions: 5

You might finish the exam before the allocated time expires. For the PMP exam, there are now two 10-minute breaks incorporated into the examination process. The first break will become available after you've answered questions 1-60 and reviewed your responses. The second break will be accessible once you've completed question 120 and confirmed that you've reviewed all your answers. It's important to note that once you've reviewed your responses and initiated your break, you won't be able to revisit the questions from the previous section of the exam.
Upon returning from each break, you'll have the remaining allocated time to finish the remaining section(s) of the exam. In total, you'll have 230 minutes to answer the 180 questions.

1.5.1 How to retake the Exam

If you do not succeed in your initial exam attempt, we encourage you to persist in your studies and take the exam again. You have the opportunity to

retake the examination up to three times within a one-year eligibility period. After exhausting these three attempts, you must wait for a year from the date of your last exam before reapplying for the certification. This policy is in place to ensure the security of the exam and prevent candidates from being exposed to the same set of questions excessively.
However, during this one-year period, you are welcome to apply for any other PMI certification. If your one-year eligibility period expires without successfully passing the examination, you will need to reapply for the certification.

1.6 PMP Certification Fees Details.

The cost of obtaining the PMP Certification may vary based on regional pricing and membership policies. It's important to note that PMI membership is not a mandatory requirement for obtaining the certification. After your application has been approved, you will need to submit the initial examination fees before you can schedule your exam.
If you need to retake the exam within your eligibility period and qualify for it, you may be eligible for a significant discount, which is subject to regional pricing and membership rules. Furthermore, once you have confirmed and scheduled an examination date, please be aware that there may be cancellation or no-show fees applicable.

If you originally took a paper-based exam and wish to request a manual hand score, you can do so for a fee of **$45 USD**. This option is available if your original test was not administered on a computer. PMI currently accepts payments in USD, Euros, BRL, and INR currencies, and you can make payments using credit cards or wire transfers.

Please take note that reexamination fees are waived for candidates whose exam scores were invalidated solely due to data forensics evidence.

Chapter 2: Domains Covered

2.1 Domain 1 - People 42%

Manage conflict

- Interpret the source and stage of the conflict
- Analyze the context for the conflict
- Evaluate/recommend/reconcile the appropriate conflict resolution solution

Lead a team

- Set a clear vision and mission
- Support diversity and inclusion (e.g., behavior types, thought process)
- Value servant leadership (e.g., relate the tenets of servant leadership to the team)
- Determine an appropriate leadership style (e.g., directive, collaborative)
- Inspire, motivate, and influence team members/stakeholders (e.g., team contract, social contract, reward system)
- Analyze team members and stakeholders' influence
- Distinguish various options to lead various team members and stakeholders

Support team performance

- Appraise team member performance against key performance indicators
- Support and recognize team member growth and development
- Determine appropriate feedback approach
- Verify performance improvements

Empower team members and stakeholders

- Organize around team strengths
- Support team task accountability
- Evaluate demonstration of task accountability
- Determine and bestow level(s) of decision-making authority

Ensure team members/stakeholders are adequately trained

- Determine required competencies and elements of training
- Determine training options based on training needs

- Allocate resources for training
- Measure training outcomes

Build a team
- Appraise stakeholder skills
- Deduce project resource requirements
- Continuously assess and refresh team skills to meet project needs
- Maintain team and knowledge transfer

Address and remove impediments, obstacles, and blockers for the team
- Determine critical impediments, obstacles, and blockers for the team
- Prioritize critical impediments, obstacles, and blockers for the team
- Use network to implement solutions to remove impediments, obstacles, and blockers for the team
- Re-assess continually to ensure impediments, obstacles, and blockers for the team are being addressed

Negotiate project agreements
- Analyze the bounds of the negotiations for agreement
- Assess priorities and determine ultimate objective(s)
- Verify objective(s) of the project agreement is met
- Participate in agreement negotiations
- Determine a negotiation strategy

Collaborate with stakeholders
- Evaluate engagement needs for stakeholders
- Optimize alignment between stakeholder needs, expectations, and project objectives
- Build trust and influence stakeholders to accomplish project objectives

Build shared understanding
- Break down situation to identify the root cause of a misunderstanding
- Survey all necessary parties to reach consensus
- Support outcome of parties' agreement
- Investigate potential misunderstandings

Engage and support virtual teams
- Examine virtual team member needs (e.g., environment, geography, culture, global, etc.)
- Investigate alternatives (e.g., communication tools, colocation) for virtual team member engagement
- Implement options for virtual team member engagement

- Continually evaluate effectiveness of virtual team member engagement

Define team ground rules

- Communicate organizational principles with team and external stakeholders
- Establish an environment that fosters adherence to the ground rules
- Manage and rectify ground rule violations

Mentor relevant stakeholders

- Allocate the time to mentoring
- Recognize and act on mentoring opportunities

Promote team performance through the application of emotional intelligence

- Assess behavior through the use of personality indicators
- Analyze personality indicators and adjust to the emotional needs of key project stakeholders

2.2 Domain 2 - Process 50%

Execute project with the urgency required to deliver business value

- Assess opportunities to deliver value incrementally
- Examine the business value throughout the project
- Support the team to subdivide project tasks as necessary to find the minimum viable product

Manage communications

- Analyze communication needs of all stakeholders
- Determine communication methods, channels, frequency, and level of detail for all stakeholders
- Communicate project information and updates effectively
- Confirm communication is understood and feedback is received

Assess and manage risks

- Determine risk management options
- Iteratively assess and prioritize risks

Engage stakeholders

- Analyze stakeholders (e.g., power interest grid, influence, impact)
- Categorize stakeholders
- Engage stakeholders by category
- Develop, execute, and validate a strategy for stakeholder engagement

Plan and manage budget and resources

- Estimate budgetary needs based on the scope of the project and lessons learned from past projects
- Anticipate future budget challenges
- Monitor budget variations and work with governance process to adjust as necessary
- Plan and manage resources

Plan and manage schedule

- Estimate project tasks (milestones, dependencies, story points)
- Utilize benchmarks and historical data
- Prepare schedule based on methodology
- Measure ongoing progress based on methodology
- Modify schedule, as needed, based on methodology
- Coordinate with other projects and other operations

Plan and manage quality of products/deliverables

- Determine quality standard required for project deliverables
- Recommend options for improvement based on quality gaps
- Continually survey project deliverable quality

Plan and manage scope

- Determine and prioritize requirements
- Break down scope (e.g., WBS, backlog)
- Monitor and validate scope

Integrate project planning activities

- Consolidate the project/phase plans
- Assess consolidated project plans for dependencies, gaps, and continued business value
- Analyze the data collected
- Collect and analyze data to make informed project decisions
- Determine critical information requirements

Manage project changes

- Anticipate and embrace the need for change (e.g., follow change management practices)
- Determine strategy to handle change
- Execute change management strategy according to the methodology
- Determine a change response to move the project forward

Plan and manage procurement

- Define resource requirements and needs
- Communicate resource requirements

- Manage suppliers/contracts
- Plan and manage procurement strategy
- Develop a delivery solution

Manage project artifacts

- Determine the requirements (what, when, where, who, etc.) for managing the project artifacts
- Validate that the project information is kept up to date (i.e., version control) and accessible to all stakeholders
- Continually assess the effectiveness of the management of the project artifacts

Determine appropriate project methodology/methods and practices

- Assess project needs, complexity, and magnitude
- Recommend project execution strategy (e.g., contracting, finance)
- Recommend a project methodology/approach (i.e., predictive, agile, hybrid)
- Use iterative, incremental practices throughout the project life cycle (e.g., lessons learned, stakeholder engagement, risk)

Establish project governance structure

- Determine appropriate governance for a project (e.g., replicate organizational governance)
- Define escalation paths and thresholds

Manage project issues

- Recognize when a risk becomes an issue
- Attack the issue with the optimal action to achieve project success
- Collaborate with relevant stakeholders on the approach to resolve the issues

Ensure knowledge transfer for project continuity

- Discuss project responsibilities within team
- Outline expectations for working environment
- Confirm approach for knowledge transfers

Plan and manage project/phase closure or transitions

- Determine criteria to successfully close the project or phase
- Validate readiness for transition (e.g., to operations team or next phase)
- Conclude activities to close out project or phase (e.g., final lessons learned, retrospective, procurement, financials, resources)

2.3 Domain 3 - BusinessEnvironment 8%

Plan and manage project compliance

- Confirm project compliance requirements (e.g., security, health and safety, regulatory compliance)
- Classify compliance categories
- Determine potential threats to compliance
- Use methods to support compliance
- Analyze the consequences of noncompliance
- Determine necessary approach and action to address compliance needs (e.g., risk, legal)
- Measure the extent to which the project is in compliance

Evaluate and deliver project benefits and value

- Investigate that benefits are identified
- Document agreement on ownership for ongoing benefit realization
- Verify measurement system is in place to track benefits
- Evaluate delivery options to demonstrate value
- Appraise stakeholders of value gain progress

Evaluate and address external business environment changes for impact on scope

- Survey changes to external business environment (e.g., regulations, technology, geopolitical, market)
- Assess and prioritize impact on project scope/backlog based on changes in external business environment
- Recommend options for scope/backlog changes (e.g., schedule, cost changes)
- Continually review external business environment for impacts on project scope/backlog

Support organizational change

- Assess organizational culture
- Evaluate impact of organizational change to project and determine required actions
- Evaluate impact of the project to the organization and determine required actions

2.1 PMI PMP Exam Preparation in 4 Weeks

Preparing for the Project Management Professional (PMP) exam in just four weeks is an ambitious goal and will require intense focus and dedication. The PMP exam is known for its depth and breadth of content, so it's important to have a solid plan in place. Here's a detailed four-week plan to help you prepare for and crack the PMP exam:

Week 1: Orientation and Planning

Understand the PMP Exam

- **Orientation:** Familiarize yourself with the PMP exam structure, content, and requirements. Visit the official PMI website for the latest exam details.
- **Exam Handbook:** Download and review the PMP Examination Content Outline and the PMP Handbook provided by PMI. These documents will give you a clear understanding of what to expect on the exam.
- **Eligibility Check:** Ensure you meet the eligibility criteria, including the required hours of project management experience and education.

Create a Study Plan

- **Assessment:** Take a full-length practice exam to assess your current knowledge and identify weak areas.
- **Study Plan:** Based on your assessment, create a detailed study plan outlining what topics to cover each day. Allocate more time to your weaker areas.

Week 2: In-Depth Study

- **Study Materials:** Invest in a reputable PMP exam prep book or online course. PMI's official guide is recommended. Use this material to study in-depth.
- **Daily Study Routine:** Dedicate 4-6 hours each day to studying. Focus on one knowledge area or process group per day.
- **Practice Questions:** Start practicing with our sample questions to reinforce your knowledge. Aim to complete at least 100 questions daily.

Week 3: Practice and Review

- **Mock Exams:** Take full-length mock exams to simulate the actual testing environment. Analyze your results and identify weak areas for further review.
- **Review Weak Areas:** Spend extra time reviewing topics where you struggle the most.
- **Flashcards:** Create flashcards for key concepts, formulas, and ITTOs (Inputs, Tools & Techniques, Outputs).

Week 4: Final Preparation - Final Preparation

- **Mock Exams (continued):** Take additional mock exams to build your confidence and improve your speed in answering questions.
- **Exam Strategies:** Familiarize yourself with exam strategies, such as how to tackle situational questions and manage your time.
- **Review Notes:** Review your study notes and flashcards daily. Focus on high-impact areas.
- **Relax and Rest:** The day before the exam, take it easy. Get a good night's sleep, eat well, and stay hydrated.

Exam Day

- **Arrival:** Arrive at the exam center well ahead of time. Ensure you have all necessary identification and materials.
- **Stay Calm:** Keep a clear mind, manage your time wisely during the exam, and remember your strategies for tackling questions.
- **Post-Exam:** After the exam, regardless of the result, take notes on areas where you felt challenged. This feedback will be valuable if you need to retake the exam.

Remember that the PMP exam is challenging, and success requires a solid understanding of project management concepts. Adapt this study plan based on your background and prior knowledge. Additionally, consider joining a PMP study group or seeking guidance from a mentor. Good luck with your PMP exam preparation!

We wish you all the very best for your PMP certification journey.

Chapter 3: PMP Full Practice Exam 1

No. of Scored Questions: 175

No. of Pretest (Unscored) Questions: 5

Total Examination Questions: 180

Allotted Examination Time: 230 minutes.

Question 1:
Rahul is a project manager working in a company who makes cooking oil.
The project in which Rahul and his team will work is about to start and being an experienced project manager Rahul knows that for a successful project execution, the project team should define and adhere to team agreement - essentially the working norms and behavioral parameters of a team. Which of the following statements is true regarding the team agreements?

A. Team agreement are typically created at the beginning of the project & will be created by the project manager and should be upheld through individual and team commitment
B. Team agreement are typically created at the beginning of the project & will be created by the project team and should be upheld through individual and team commitment
C. Team agreement are typically created at the beginning of the project & will be created by the project team and should be upheld by the project manager
D. Team agreement are typically created at the beginning of the project & will be created by the project sponsor and should be upheld through individual and team commitment

Answer: B.

Explanation
Team agreements represent a set of behaviors and working norms established by the project team for itself. Team agreements are a set of conventions that the project team plans to abide by. Therefore, it makes sense to create these team agreements at the beginning of the project. They will be created by the project team because they will eventually have to adhere to them, and these agreements should be upheld through individual and team commitments for the project to be successful.

Question 2:
Due to expected frequent changes, the leadership at Skill Valley Inc. has decided to use the adaptive approach to the delivery of the new project. This project will have a business analyst and project team to work on a daily basis, together. You are working as a project manager and wanted to use adaptive planning for this project. Which of the below statements correctly describe the characteristics of adaptive planning?

A. Adaptive planning defines a plan but acknowledges that once the project work starts, the priorities may change and the plan needs to reflect this new knowledge.
B. Adaptive planning doesn't define any plan up-front but acknowledges that once the project work starts, the priorities may change and the plan needs to reflect this new knowledge.
C. Adaptive planning defines a plan but acknowledges that once the project work starts, the priorities will not change.
D. Adaptive planning defines a plan but acknowledges that once the project work starts, the priorities may change and the plan need not have to reflect this new knowledge.

Answer: A.

Explanation
Defining a long-term scope can be challenging, given the high level of uncertainty in a fast-paced, highly competitive marketplace. High-uncertainty projects are characterized by high rates of change, complexity, and risk. These characteristics can pose problems for traditional predictive approaches that seek to establish most of the requirements upfront and manage changes through a change request process.
Instead, agile approaches were developed to explore feasibility in short cycles and quickly adapt based on evaluation and feedback. The use of adaptive planning is the right approach for such projects where there is a high level of uncertainty in a fast-paced, highly competitive marketplace.
In adaptive planning, the team defines the plan based on their current understanding of the requirements but also acknowledges that, once the project work begins, priorities may change (and in an agile context, they often do), and the plan needs to reflect this new knowledge.

Question 3:
Your project sponsor has asked you to come up with a way by which benefits are identified for the new digital clock project on which your team is working. This project is much-awaited because the success of this project would mean an entry & expansion into the Asia-Pacific region and hence the leadership is keen on ensuring you as a project manager are identifying the benefits and also having a measurement system in place to track benefits. Which one of the below should you use/prepare to satisfy the project sponsor's requirement ?

A. Project business case
B. Project benefit management plan
C. Value Stream analysis
D. Project charter

Answer: B.

Explanation
A project is a means to deliver benefits to all of its stakeholders. These benefits include improved quality, reduced production costs, better customer service, increased customer retention, and so on. Identifying, describing, and measuring these project benefits is called

benefits management. Having a project benefits management plan allows project managers to maximize these outcomes for the organization and stakeholders. So, you should prepare a benefits management plan and ensure that benefits are identified, and measurement systems are in place to track benefits.

Question 4:
With the team size of 300+ people spread across the globe, James who is the project manager is working on an effective project communication plan for this team. Which of the following activities should be part of James's project communication plan?

A. Analyze communication needs of all stakeholders
B. Communicate project information and updates effectively
C. Confirm communication is understood and feedback is received
D. Determine communication methods, channels, frequency, and level of detail for all stakeholders
E. All of the above.

Answer: E.

Explanation
Without the benefit of a good communications plan for the project, the processes involved in the development of a project from conception to completion can be seriously constrained. A communications plan provides the vital project integrity required to establish an information lifeline among all members of the project team. Project information must flow downward, upward, and laterally within the organization.
The benefits of such a well-defined project communication plan are numerous. Some of these benefits include improved morale and attitudes, increased performance, and, consequently, higher productivity. This plan also aids in removing misconceptions about the objectives and policies of the project organization, as well as improving relationships with union members and interactions between the various disciplines involved.
It is also important to avoid using "jargon," "buzzwords," or abbreviations in communications unless these terms are fully understood by all of the stakeholders involved. The project manager should, therefore, develop a project communication plan by following the steps below:

1. Analyze the communication needs of all stakeholders - Focus your plan on the communication needs of the stakeholders.
2. Determine communication methods, channels, frequency, and the level of detail for all stakeholders - The challenge for any project manager is determining which stakeholder needs to know what and when. It is essential to balance the distribution of information among stakeholders. Some will want to be or need to be communicated with more often than others. Some will prefer email updates, while others will prefer face-to-face meetings. The goal of project managers is to reach all stakeholders to keep them engaged and committed to the project.
3. Communicate project information and updates effectively - Be sure to use the appropriate tool/technology for the given situation.

4. Confirm that communication is understood, and feedback is received.

Useful links : https://www.pmi.org/learning/library/managing-communications-effectively-efficiently-5916
https://www.pmi.org/learning/library/communications-management-project-function-knowledge-5722

Question 5:
Salim is a project manager who works in a Dubai-based Civil and construction company. Salim's company is going to start work soon on the development of a new community center in Dubai. This will be the 2nd community center project on which this company is going to work & the historical data, lessons learned and other project information from the previous project is already archived and is available in the company's information system. The overall scope & requirements of this new project are fairly stable and are not expected to be changed in future. Salim has to decide the project management approach for this project. Which of the below are the most suitable choices?

A. ScrumBan approach
B. Waterfall approach
C. Predictive approach
D. Adaptive approach

Answer: B, C.

Explanation
The predictive approach, also known as the Waterfall approach, relies on early-phase analysis and a detailed breakdown of features and tasks for the entire development process. In this traditional approach, the project team can define standard timelines to complete project work and dependencies between those project tasks as per the planned schedule.
The predictive approach is one of the best methods for projects that have regular standards and no scope for change. The predictive method doesn't accommodate flexibility in development and is ideal for projects that have been fully explored at the conceptual level and now only need to be implemented correctly with high performance.
Since Salim's company has already worked on previous similar projects, and this project will be the second community center project on which this company is going to work, the predictive approach, also known as the Waterfall approach, is the most suitable development approach.

Question 6:
For the upcoming Olympics in 2024, an organization is working on a parking ticket booking app for the stadiums which are associated with the Olympics 2024. Since the timelines for the Olympics in 2024 are fixed, there is pressure on the development team to meet the timelines. What can go wrong if the team tries to meet the schedule objectives by rushing planned quality inspections?

A. The scope of the project work increase
B. Undetected errors maybe there in the project

C. The post-implementation risks associated with the project will be increased
D. The decreased profit for a performing organization

Answer: B, C, D.

Explanation
This question pertains to the quality management aspect of a project. As a project manager, you should be familiar with the quality requirements of a project and understand the potential impact if those quality requirements are not met. Typically, when there is schedule pressure to deliver a project by fixed dates, teams tend to expedite the planned quality inspections. This can result in several issues in a project, such as:

- Undetected errors may be left in the project, which can lead to a very negative user experience when the project is eventually handed over to users.
- The post-implementation risks associated with the project will increase. Due to inadequate quality inspections, the project may naturally have numerous issues and defects that will surface after deployment. Consequently, the project will require significant post-deployment repair work.
- Decreased profit for the performing organization may occur. Poor quality can result in increased efforts being spent on rework and re-verification. This may lead to the project's resources being allocated for a longer duration than initially planned, ultimately reducing the organization's profit.
- Rushing planned quality inspections does not cause the project scope to expand.

Question 7:
The organization in which Mickey currently works as a project manager is seeing a high attrition rate which is going over 35% since the last 3 quarters. The organization leadership team is worried due to this high attrition of employees leaving the organization. The worry for Mickey is most of the attrition is happening in his project team and he has been asked by the HR and organization leadership team to implement steps to reduce this attrition to an acceptable level, ideally below 15%. Which of the following options should Mickey try?

A. Mickey should clarify the role and responsibility of each team member and provide them an adequate training if there are any gaps in their skills - this will ensure team members are satisfied with their work and this will reduce the attrition
B. Mickey should use osmotic communication and collaborate with each team member and clearly explain the project goals and objectives - this will ensure team members participate actively in project work and this will reduce the attrition
C. Mickey should find a ways to understand what motivates the team members and then reward them for the good work to keep team members satisfied - this will ensure team members are satisfied with their work and this will reduce the attrition
D. Mickey should create an open and safe working project environment and should clearly explain the project goals and objectives - this will ensure team members participate actively in project work and this will reduce the attrition

Answer: C.

Explanation
If you consider yourself as an employee, think about which of the choices mentioned in the question will make you stay with an existing organization. Do you think it is always possible to have motivated people on the project? No, not at all. It is the project manager's responsibility and accountability to keep the project team fully motivated toward project objectives.
How to do it? Well, try to introduce a reward and recognition system for each performer. Introduce a reward and recognition system that is highly achievable. It should not be so difficult that no one can attain it.

It is true that as a project lead, Mickey should:

- Collaborate with each team member and clearly explain the project goals and objectives.
- Clarify the role and responsibility of each team member and provide them with adequate training if there are any gaps in their skills.
- Create an open and safe working project environment.

However, in order to keep the team members satisfied, it is imperative to have a good rewards and recognition system in place.

Question 8:
The new project is going to start in the next few weeks and as a project manager you are currently working on knowing the key stakeholders of this project. The cost of this project is $100K - so the sponsor and your organization leadership wants a systematic approach to project planning. Which of the following is/are the desired outcomes of the stakeholder engagement approach that you should adapt for such a project?

A. A stakeholder agreement with project objectives
B. A productive working relationship with the stakeholders throughout the project
C. The stakeholders who may oppose the project or its deliverables have negative impact on project outcomes
D. Ensure supportive stakeholders are satisfied

Answer: A, B, D.

Explanation
One of the most important project performance domains is the stakeholder performance domain. When you are working in this area, you should ensure that the stakeholder engagement approach achieves the desired results:

- A productive working relationship with the stakeholders throughout the project.
- Stakeholder agreement with project objectives.
- Ensuring that supportive stakeholders are satisfied.

Of course, we do not want the opposing stakeholders to have a negative impact on project outcomes.

Question 9:

The project sponsor is upset because she has asked for a project artifact which shows open defects in a project. And the project manager supplied her with the defect report, which has an open defect count as 29. However, the defect count in a defect report is not matching the actual open defect count. The actual defect count shared by the project team is 40. What practice is lacking in the above scenario and how can a project manager rectify it?

A. The defect count is way too high. The team is lacking technical skills and project manager should hire I-shape skilled people for the project
B. The trust is lacking. The project manager is not showing the true status of the project. The senior leadership should review the project manager position and find his replacement.
C. The project information validation is lacking. The project manager and the team should ensure that the project information such as defect report is kept up to date and accessible to all stakeholders
D. The defect count is way too high. The team is lacking technical skills and project manager should hire T-shape skilled people for the project

Answer: C.

Explanation
One of the responsibilities of a project manager's role is to carefully manage project artifacts. As a project manager, you should:

- Determine the exact requirements (what, when, where, who, etc.) for managing the project artifacts.
- Validate that the project information is kept up to date (by using version control, for example) and accessible to all stakeholders.
- Continually assess the effectiveness of the management of the project artifacts.

In the above scenario, the defect count is irrelevant. So, hiring a new team with I-shaped or T-shaped skills is not the right choice. The project sponsor is not unhappy due to a lack of trust, but because there is incorrect or inaccurate project information being shared with her. The project information validation is lacking.
To overcome this, the project manager and the team should ensure that project information, such as defect reports, is kept up to date and accessible to all stakeholders.

Question 10:
The PMO is established by a firm in Germany whose goal is to standardize the project management best practices - and also to ensure the right role and responsibilities are assigned to the right skilled people in the firm. Which of the following is the correct combination of role vs. responsibility?

A. Project charter is created by project sponsor or by the project manager in collaboration with the project initiating entity and project management plans are to be created by the project manager.
B. Project charter is created by the project sponsor and project management plans are to be created by the project sponsor.

C. Project charter is created by the project manager and project management plans are to be created by the project sponsor.
D. Project charter is created by the project sponsor and project management plans are to be created by the project manager.

Answer: A.

Explanation
This is one of those topics that may slightly vary from organization to organization because not every organization follows what is written in the PMBOK Guide. So if you have got this answer wrong, it may be because your organization may not be following what is mentioned in the PMBOK Guide.
However, for the PMP Exam, it is advised to follow the principles and guidelines that are mentioned in the PMBOK Guide.
According to the PMBOK Guide, the Project Charter is created by the project sponsor or by the project manager in collaboration with the project initiating entity, and project management plans are to be created by the project manager.

Question 11:
Skill Valley Inc. corporation's team is using SCRUM methodology and their SCRUM team is working on the final sprint of their product. The sprint is well planned and the whole team is occupied with their tasks and there is not much capacity available. During one of the daily standup calls, the Product owner said he received a message from a marketing executive that adding 1 more feature will be beneficial for the overall product's acceptance to its user base and give an edge to it compared to its competitors. What should the team do now?

A. Accept the change, get it into the product backlog and start the work on it right away in the same sprint - as this is the last sprint.
B. Accept the change, get it into the product backlog but 1st finish the current sprint as planned earlier and then add 1 more sprint to complete it
C. Reject the change, as this is the final sprint and by now team had already delivered the other prioritize user stories
D. Reject the change as it is coming from non-scrum team member

Answer: B.

Explanation
Rejecting changes that can provide a competitive advantage, even late in development, goes against Agile principles. Therefore, options a and b are both incorrect. Option d is also incorrect because the scenario clearly mentions that the team is occupied with their tasks, and there is not much capacity available. Adding the new work, which is not even estimated yet, will force the team to work overtime, which is not desirable. Hence, the only logical choice is to accept the change, add it to the product backlog, but first, finish the current sprint as originally planned, and then add one more sprint to complete it.

Question 12:

Since the total scope of upcoming artificial intelligence software is unclear, Achala, who is a skilled project manager with experience in both agile and waterfall projects and her team decided to use a "rolling wave" planning approach to their project. Which of the following correctly describe the "rolling wave" planning approach which this team should use?

A. The project team should plan both near term work and work which is far from now with high level only

B. The project team should plan near term work at a high level and work which is far from now is to be planned in detail.

C. The project team should plan both near term work and work which is far from now with full details only

D. The project team should plan near term work in detail and work which is far from now is planned at a high level.

Answer: D.

Explanation

Rolling Wave Planning is the process of project planning in waves as the project proceeds and later details become clearer. This is typically used when there is not enough information to create a complete schedule upfront, as was the case in the above scenario. It is stated in the scenario that the total scope of upcoming artificial intelligence software is unclear, so the team cannot plan the work that is far from now with full details. Instead, the team can plan near-term work in detail because things are much clearer, and work that is far from now can be planned at a high level only.

Question 13:

Alexis is a new project manager who joined the Munich office of 1 of the most reputed German banks. Since he is new and still learning the details of the project after joining, he decided to take a look at stakeholders of this project. He came to know that the stakeholder register seems to be containing the names of the people who have left the project already . Also, this stakeholder register contains more than 1000 stakeholder names and their details. Is this project done right in regards with their stakeholder engagement approach? Select whatever applicable from below.

A. Yes, there maybe different stakeholders in different phases of the project and hence the stakeholder register have mention of the names of the people who have left the project

B. Yes, having more than 1000 stakeholder names and their details is ok as project can have small group of stakeholders or potentially millions of stakeholders

C. No, project don't need to worry about the stakeholders who left the project from previous phases

D. No, project don't need to track more than few handful stakeholders

Answer: A, B.

Explanation

It may be true that, as a project manager, you don't have to engage with those stakeholders who have already left the project. However, there may be different stakeholders in different phases of the project, and, therefore, the stakeholder register should mention the names of people who have left the project but were once part of it. Additionally, a project can have a small group of stakeholders or potentially millions of stakeholders. Of course, as a project manager, you need to identify the power and influence of these stakeholders and, based on that, design your stakeholder engagement approach.

Question 14:

Your team has delivered the 1st iteration, as per the scope defined & agreed in the sprint backlog during sprint planning, of the mobile app to book movie tickets to a client- this client is working on agile based iterative deliveries for the very 1st time.

For the iteration demo, only 2 folks from the client's approval board had joined the demo and even they too seemed unhappy with what they saw during the demo - their feedback was that the mobile app lacked some features. What could be the reason for this scenario & client's behavior?

A. As client is 1st time using agile, they don't seems to understand how agile/iterative delivery works
B. Unclear scope definition by the client - and hence development team could not fully finish the work as per client's expectations
C. The development team did not fully and clearly understand the scope as this is the 1st iteration - and hence the client was not happy with what they demoed.
D. As client seems to have more than 1 person in their approval board - this is resulting in conflicting situations as to who should approve the deliverables

Answer: A.

Explanation

In the scenario, it is mentioned that the team has delivered the first iteration as per the scope defined and agreed upon in the sprint backlog. This means that there was no issue with defining or understanding the scope.

Also, not having multiple folks is an issue here, as the scenario did not mention that the two folks who joined have different views of what is delivered. However, since it's the first time that the client folks are using agile, they don't seem to understand how agile iterative delivery works. This is because the team in the above scenario has done the work exactly as per the defined scope. So, the expectation of clients to have more features in the app is not justified. The Agile practice guide mentions that there could be challenges in the receiving organization during the early days of agile adoption, which is the case with the client in the above scenario. As a project manager, you should be aware of these challenges.

Question 15:

Samir is a PMP certified project manager part of a PMO Office. He is allocated to a civil construction project and this project is using a waterfall/traditional project management approach. Samir has observed that most of the team members trust each

other. Which stage of the development stage as per Tuckman's ladder this team currently is at?

A. Performing
B. Storming
C. Norming
D. Forming

Answer: C.

Explanation
As a project manager, you must understand that teamwork is a critical factor for the project's success, and developing an effective project team is one of the primary responsibilities of the project manager. Hence, project managers should understand that not every team is at the same level of their development. One of the most common development models is the Tuckman ladder. According to this model, a team is said to be in the "norming" stage when team members learn to trust each other.

Question 16:
The new mobile app project which Tina is a PM for is very similar to the recently launched mobile app by another team in Tina's organization. This app is not as strategically significant as the earlier app and hence there will be resource scarcity for Tina for this new app. The PMO of Tina's organization also has maintained many learning & artifacts such as risk register, Issue logs etc. For such a project, which of the following can Tina skip with minimum impact on the project's objective?

A. Quantitative risk analysis
B. Risk identification
C. Implementing the risk response
D. Qualitative risk analysis

Answer: A.

Explanation
Quantitative risk analysis in project management is the process of converting the impact of risk on the project into numerical terms. This numerical information is frequently used to determine the cost and time contingencies of the project.
In order to conduct a quantitative risk analysis, you will need high-quality data, a well-developed project model, and a prioritized list of project risks. Usually, quantitative risk management requires extra time and cost, and it is typically done for large and complex projects that are strategically significant for the performing organization.
In the above case, the project manager (PM) is constrained by resources, and she also knows that this project is not as strategically significant as the earlier app project. Therefore, she can skip the quantitative risk analysis step with minimal impact since she can obtain such data from the Project Management Office (PMO) from the previous project.

Question 17:

Katrina is a project manager and she works in a PMO department of her organization. Her organization through their PMO is planning to develop a roadmap to ensure the employees working in the organization have a high motivation level, specially for the long-term projects that span more than 24 months. Which of the following Katrina should avoid doing to achieve the above stated goal?

A. Empower the team by aligning their personal goals with project's goals
B. Encourage the team to work independently
C. Direct the team by giving clear directions of what to and how to do
D. Empower the team to participate in decision making

Answer: C.

Explanation
As a project manager, you should know that teams are the primary means through which most companies accomplish important work. When you combine the energy, knowledge, and skills of a motivated group of people, you and your team can achieve significant milestones.
What motivates people goes beyond simply providing them with a salary. Salaries may only encourage people to show up for work every day. However, once they are at work, a person's productivity level can vary from someone who undermines the project and is a net drain on it to a critical contributor who brings passionate innovation to the organization. Often, a person's position on this scale is based on their level of motivation.
Therefore, you should avoid micromanaging your team by telling them what to do and how to do it. There are other options that are better choices to keep team members motivated.

Question 18:
Skill Valley Inc. is a large conglomerate with employees spread all over the world across time zones, cultures and countries. The employees are a mix of I-shaped and T-shaped skills and include people with diverse experience ranging from freshers to 20+ years of experience overall. Atul is working as a project manager and he has been asked by the PMO to form the team to deliver the next AI based project. How should Atul go about forming the team?

A. Atul should take an advantage of the fact that the organization has mix of I-shaped and T-shaped skills - and he can selectively pick I-shaped skills who offers more to the project
B. Atul should take an advantage of the fact that the organization has people with diverse experience ranging from freshers to 20+ years of experience - and he can selectively pick only the people with 20+ years of experience who offers more to the project
C. Atul should take an advantage of the fact that the organization has employees spread all over the world across time zones, cultures and countries & build the team with diversity and inclusion
D. Atul should take an advantage of the fact that the organization has mix of I-shaped and T-shaped skills - and he can selectively pick T-shaped skills who offers more to the project

Answer: C.

Explanation
T-shaped or I-shaped skills, or individuals with only superlative experience of 20+ years, might not be the best choice in the scenario described, as this approach could render the project team one-dimensional. Instead, embracing diversity and inclusion is an integral aspect of project management. Value is derived from differences, and diverse teams can yield superior performance. This is because project professionals and team members hailing from diverse backgrounds and cultures are likely to possess varying experiences and perspectives that they can contribute to the team and the project.
Furthermore, there can also be a profound sense of inclusion and community fostered when people with diverse backgrounds and abilities unite for a common purpose.

Question 19:
Sadaf works as an agile project manager and his team uses many of the practices from XP to deliver the embedded software which his team develops for set top box in USA and Canada. Sadaf's project team is fairly big in size - about 25+ people. Sadaf wanted to ensure that there should be collective code ownership between the members of his project. Which of the following Sadaf should use to achieve his goal of collective code ownership?

A. Test-first programming or TDD approach
B. Incremental deployment
C. 10-minutes build
D. Pair programming

Answer: D.

Explanation
You don't need to have a software development background to answer this question. However, you should be familiar with Agile as a way to manage a project and multiple delivery approaches of Agile, such as XP.
Pair programming is an Agile software development technique in which two programmers work together at one workstation. In this way, the ownership of the code is not with just one person; instead, it is "collective" ownership.
Pair programming enables learning and sharing of information among team members, and in general, two people thinking about the same problem can create simpler and more effective solutions. As the saying goes, 'Two heads are better than one.'
Other options are not valid for the above scenario.

Question 20:
Uma is a project manager and she is working on her project whose objective is to create ceiling fans under $100. These fans are to be sold in developing countries.
She is finalizing her approach on stakeholder engagement. Which one of the following should she adopt?

A. Stakeholder engagement activities start before or when the project starts and continue throughout the project

B. Stakeholder engagement activities starts after the project start and don't continue throughout the project
C. Stakeholder engagement activities starts after the project start and continue throughout the project
D. Stakeholder engagement activities start before or when the project starts and ends after the project planning

Answer: A.

Explanation
The project exists within a "political" environment populated by all those who have a particular stake or interest in the outcome of the project. Stakeholders are individuals who have a stake or an interest in a project or strategy undertaken by a company or an organization, as they will be affected in some way by the project.
As a project manager, it is important that you begin stakeholder engagement activities before the project starts or when the project starts, and you should keep your stakeholders engaged throughout the project.

Question 21:
Jim is a software developer with 3 years of experience. He works with another developer, Mark who has 5 years of experience. Both of these developers are going to work with you on your new project. You, being their project manager, want them to succeed in the project. Which one of the following should you do to make them perform well on your project?

A. You should work in a collaborative fashion with them - and should define in details on how they work
B. You should work in a collaborative fashion with them - and you should ask them to work in silos to generate more diverse ideas
C. None of the given choices represent a right way
D. You should work in a collaborative fashion with them - and you should let them define how they want to work

Answer: D.

Explanation
One of the roles of a project manager is to empower the project team and its stakeholders. Empowerment basically means that when employees are provided with information, resources, and opportunities while being held accountable for their job outcomes, they will be more productive and experience higher job satisfaction.
In the above scenario, you should collaborate closely with both the developers, and most importantly, allow them to define how they want to work. Providing detailed instructions on how they work amounts to micromanagement, and experience demonstrates that individuals who are empowered to make decisions about their work methods perform much better than those who are micromanaged.
Working in isolation contradicts team collaboration and effective teamwork, and it is not recommended.

Question 22:
For the new shoe, which uses a specially customized leather, to be successful, the marketing team has determined that the organization must launch this product in the next 7-weeks as another competitor is very close to launching a similar product in the market very soon. Beside this a first-of-its-kind project for this organization. Adolf is the project manager and he has to start the project planning for the aforementioned project, which is approved by the project sponsor. What should be Adolf's approach to project planning?

A. Adolf should do the in-depth, up-front project planning as the emphasis for this project is speed to market
B. Adolf should do the minimum up-front project planning as the emphasis for this project is speed to market
C. Adolf should consult the PMO and get the project plan from the organization's library of assets from a previous similar project & tailor it to this project's needs - this will save time and the team will get a ready-to-use project plan swiftly.
D. Adolf should not bother doing project planning as the time is very short and instead should ask team to work on execution

Answer: B.

Explanation
Doing too much up-front planning is not very helpful, especially when the project's emphasis is on speed to market. As a project manager, you should understand the trade-offs and know when to engage in detailed, extensive up-front planning versus quick, concise up-front planning.
In the above scenario, where the company needs to launch the product within a short span of 7 weeks, it is crucial for the project manager to conduct brief, yet sufficient up-front planning to enable the project team to deliver the project's objectives.
Having zero or no project planning is not advisable, and overly detailed planning is not feasible either. Furthermore, the project manager cannot simply retrieve a project plan from the organization's library of assets for a previous similar project and adapt it to this project's needs. As mentioned in the scenario, this is a first-of-its-kind project for this organization.

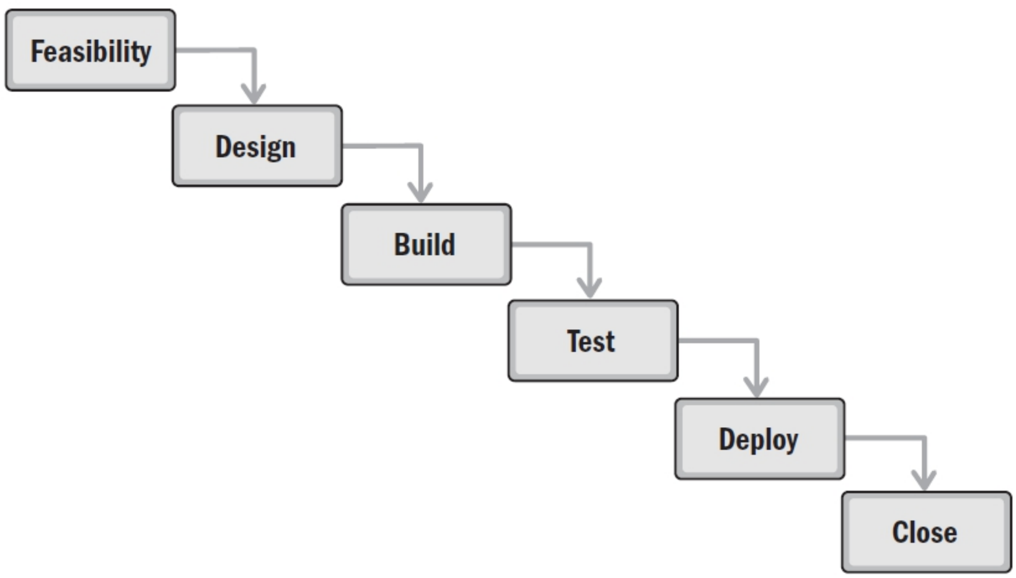
Question 23:
There is constant underutilization happening of the team's capacity since the past 4 iterations now. This team is building a single page application or SPA using React JS. There are 6 team members with skills in react JS development but the number of product backlog items selected for the iteration are only enough to utilize the skills of 4 team members. Which meeting might not be taking place in this agile team which is causing less product backlog items for the development team to pick for the iteration?

A. Iteration retrospective
B. Backlog refinement
C. Iteration review
D. Iteration planning

Answer: B.

Explanation
The backlog refinement meeting (also known as the backlog management meeting or backlog grooming session) usually takes place towards the end of the current sprint.
In the backlog refinement meeting, the product owner or product manager, along with some or all of the project team members, reviews the items on the product backlog to ensure that it contains the appropriate items, that they are prioritized, and that the items at the top of the backlog are ready for delivery.
During the backlog refinement meeting, the team looks at each item in turn and discusses whether it's feasible to include it in the next sprint. Since, as mentioned in the scenario, there is not enough work available for all six members, there is a good chance that the team may skip the backlog refinement meeting.

Question 24:
An automobile company is working on a new product which is to be launched 20 months from now. The direction from the company leadership to the project team is to use a project management approach as depicted in the below diagram.



Which project development approach the above image represents?

A. Iterative development approach
B. Hybrid development approach
C. Predictive development approach
D. Adaptive development approach

Answer: C.

Explanation
If you look carefully at the above diagram, there is a clear pattern - it is a lifecycle where one phase finishes before the next begins. Also, each phase focuses on a particular type of work only. For example, in the "design" phase, the team is supposed to work on all design-related

tasks, and when the design phase is complete, they start the "build" phase. This type of lifecycle fits the "predictive" development approach.

Question 25:
Alen is a project manager going to work on a road construction project for his company. The project is expected to be quite big with 200+ people, spanning multiple years and involves working with many vendors and external stakeholders. Alen's project sponsor, Carl, asked Alen if he needed additional people to help Alien in project management work needed to manage such a large project. Which of the following Alen cannot delegate or transfer to others?

A. Alen cannot delegate or transfer project risk management to others
B. Alen cannot delegate or transfer project scheduling to others
C. Alen cannot delegate or transfer project integration to others
D. Alen cannot delegate or transfer cost analysis of a project to others

Answer: C.

Explanation
While project managers can receive assistance in several areas, such as:

1. Cost analysis
2. Scheduling expertise
3. Risk management expertise

One thing a project manager cannot delegate or transfer is project integration. Project integration management brings together various aspects of a project into one cohesive whole, and this is the primary responsibility of the project manager. It's a crucial success factor in project management, particularly when different business areas or departments have to collaborate on a project.
Additionally, there are large projects with numerous parts and pieces. To successfully complete a project, each piece must function like a jigsaw puzzle piece that aligns with all the other pieces. Otherwise, the project will face challenges in meeting deadlines, quality standards, and budget requirements.

Question 26:
Kevin's team is working on a cloud computing project. They are using a traditional/waterfall approach to execute the project. Kevin being a project manager of the team is working on a plan for project changes which may occur in future. Kevin wants to understand who should/can approve the project changes. Which one of the following can approve or reject the project changes?

A. Project team
B. Project sponsor and/or change control board (CCB)
C. QA Department
D. PMO

Answer: B.

Explanation
It is impossible to have a project with zero changes. Project changes are inevitable during the project life cycle, no matter which project approach, traditional/waterfall or Agile, the project might be using. In order to minimize the negative effects of these project changes, a proper change management plan should be implemented by the project manager.
It is important for the project manager to understand who can approve the project changes - it could be an identified individual such as a project sponsor, or it could be a formally charged group of people responsible for reviewing, evaluating, approving, or rejecting changes to the project.
A Change Control Board (CCB) is sometimes referred to as a Change Review Board. Usually, it is a group of people from the project team that is responsible for reviewing, evaluating, approving, or rejecting changes to the project.

Question 27:
The year 2020 saw the covid-19 pandemic affecting multiple projects and teams across the globe. Your team was no exception. The team was working on a software development project with a total 10 members. Which one of the following aspects of the team would have been most severely affected by the covid-19 restrictions?

A. Working hours
B. Osmotic communication
C. Daily standup
D. Project planning meetings

Answer: B.

Explanation
The real PMP exam may ask a few questions after the COVID-19 pandemic hits the world in 2020. As a project manager, you still need to run the project despite COVID-19 restrictions, and hence this question is specifically added to cover a few such scenarios.
COVID-19 certainly affected many aspects of the project team's work, such as adjustments to working duration and project meeting timings. However, one thing COVID-19 almost certainly did is force the teams to work remotely (mostly from their homes), thus impacting osmotic communication.
Osmotic communication refers to the useful information that flows between team members who are working in close proximity to each other as they overhear each other's conversations. Since close proximity is no longer there, teams are not able to leverage osmotic communication during the COVID-19 pandemic.

Question 28:
Haruto is a project manager working in an e-commerce company in Tokyo, Japan. He is working on the scope management part of the overall project management plan for the new project that began a few days ago. Which of the following should Haruto's scope management plan focus on?

A. Scope management plan should include the processes required to ensure that the project includes all the work and the additional work to satisfy the stakeholder's needs - to complete the project successfully.
B. Scope management plan should include the processes required to ensure that the project includes all the work and the additional work to satisfy the stakeholder's needs & senior leadership management's needs - to complete the project successfully.
C. Scope management plan should include the processes required to ensure that the project includes all the work and only the work required to complete the project successfully.
D. Scope management plan should include the processes required to ensure that the project includes any work required to complete the project successfully.

Answer: C.

Explanation
It is crucial to familiarize yourself with scope creep and gold plating for the PMP exam and project management in general. As a project manager, it is your primary responsibility to ensure that scope management includes the processes required to ensure that the project includes all the work and only the work required to complete the project successfully.
Any additional work that is not in the original scope of the project is called gold plating. Gold plating occurs when the project team adds extra features that were not part of the original scope, usually as "freebies" for the client.
Often, gold plating is well-intentioned and may initially seem like a good idea. The client may appreciate the extra work, but they could also be upset that changes were made without their approval. Either way, gold plating is detrimental to the project and is not the correct PMP procedure.

Question 29:
Dokyu Lee is from South Korea and he works as an agile project manager in a South Korean company who makes mobile handsets. Dokyu Lee is about to compose or form a project team for his upcoming project to build a geolocation mobile app for his company's flagship mobile phone. Which of the below Dokyu Lee will pay least attention to?

A. Identify the clan and tribe details of the team members
B. Identify the years of experience the team members has
C. Identify the level of proficiency of the team members to accomplish the project work
D. Identify the skill set required in the team members to accomplish the project work

Answer: A.

Explanation
This should be straightforward to address. As a project manager, your focus should be on the skill set required, the level of proficiency, and the years of experience that team members possess when you are forming a new team to deliver a project.

While it is important to understand the cultural backgrounds from which team members originate, the specific details of one's clan or tribe should not be a factor on which a project manager should focus when forming a new team to deliver a project.

Question 30:
Last week, there was a risk workshop session in the London, UK office for Tim and his team. The project management office was responsible for conducting a week-long session about the risks and how to deal with them across the projects. You have attended this workshop & got a good knowledge of overall risk management processes which are to be used in the project. Which one of the following statements is not true about risk management?

A. Project risks can be both positive - called opportunities and negative - called threats and teams should develop a plan to deal with both.
B. If the project risks are not managed, then these risks have the potential to deviate the project from its original objective & could result in project failure.
C. For a project, there are risks at 2 levels, individual risks and overall project risks and teams should develop a plan to deal with both.
D. Project risks can be both positive - called opportunities and negative - called threats and teams should develop a plan to deal with threats.

Answer: D.

Explanation
The PMI Project Management Body of Knowledge (PMBOK) makes it clear that risk can be both positive and negative. As a project manager, you should have a plan to deal with both positive and negative risks. If there is no risk management in the project, it will obviously result in many of those risks turning into issues that could cause:

1. Delays
2. Cost overruns
3. Many other potential issues that could derail the project from achieving its objectives.

Question 31:
George works as a project manager who is assisted by Charles who works as a business analyst. These 2 folks work with Julia who is the project sponsor. The project team consists of solution architect - John and project team members include Jason, Johnny and Joe. This group of folks are working on delivering a blockchain project to their esteemed customer. Who amongst the aforementioned group should practice the "leadership" activities?

A. Julia, George, John - all 3 of them should practice the "leadership" activities.
B. Julia - she is the project sponsor and she should practice the "leadership" activities.
C. The whole project team should practice the "leadership" activities.
D. George - he is the project manager and he should practice the "leadership" activities.

Answer: C.

Explanation
Leadership should not be confused with authority. Remember, authority is the position of control given to certain individuals within an organization - it is the right to exercise power. Usually, authority is granted to an individual through formal means such as a charter document or a designated title.
On the other hand, leadership is not exclusive to any specific role. So, in a project environment, any team member or all the team members can engage in "leadership" activities.

Question 32:
Lot of defects are logged by the testing team who is testing the functionalities of the newly developed cloud-based solution. There is an observation that about 80% of the defects are from 2 areas - storage module and authentication module. As a project manager, you wanted to know the root cause of the high number of defects. Which of the following should you use?

A. Cause-and-effect diagrams
B. Scatter diagrams
C. Defect histogram
D. Affinity diagrams

Answer: A.

Explanation
While you may not directly use them on a project, for the PMP Exam, familiarize yourself with the 7 QC tools. In the above scenario, the aim is to uncover the root cause of defects in the project, and hence the team should use a Cause-and-Effect diagram (also known as a fishbone or Ishikawa diagram) as it helps users identify the various factors (or causes) leading to an effect, usually depicted as a problem to be solved.
Named for its resemblance to a fishbone, this quality management tool works by defining a quality-related problem on the right-hand side of the diagram, with individual root causes and sub-causes branching off to its left.
The causes and sub-clauses in a fishbone diagram are usually grouped into six main categories, including measurements, materials, personnel, environment, methods, and machines. These categories can help you identify the probable source of your problem while keeping your diagram structured and orderly.

Question 33:
Next week, you are about to begin the project planning for your next project. The direction from the client is to use the traditional/waterfall approach as the project requirements are more or less stable. You have invited the members of the project team to the planning meeting next week, however the project sponsor is not happy and asked you to not invite the project team for the planning as he thinks involving them in planning is perhaps not the best utilization of their time as project work is not even started yet. Which one of the following is/are valid statement(s) when it comes to involving the project team into project planning?

A. Participation of project team members during project planning causes project fatigue.
B. Participation of project team members during project planning causes gold plating.
C. Participation of project team members during project planning strengthens their commitment to the project.
D. Participation of project team members during project planning adds their expertise and helps plan the project better.

Answer: C, D.

Explanation

Regardless of whether the project is to be executed using traditional project management practices or an agile approach, PMI recommends using project team participation during the project planning. There are a couple of reasons why the participation of project team members during project planning is important:

1. Project team members, during project planning, add their expertise and help plan the project better.
2. The participation of project team members during project planning strengthens their commitment to the project.

Project fatigue occurs when team members start to lose interest and focus on a project. However, this can't be a valid reason for not involving the project team in project planning. In fact, contrary to fatigue, the participation of project team members during project planning actually strengthens their commitment to the project.
Gold plating happens when the project team adds extra features that were not part of the original scope, usually as "freebies" for the client. Again, this can't be a valid reason for not involving the project team in project planning.

Question 34:
For upcoming mobile app development work, an organization in the UK is planning to form a development team. The team is going to use agile for the delivery of the mobile app using an incremental approach. Which of the following are NOT the desired for such an agile team?

A. The team size should be somewhere between 20-30 people
B. The team should be managed by an agile coach or a scrum master who knows/understands the application of agile approaches
C. The team members of this team are 90% dedicated to the team.
D. The team should be co-located in a team space
E. The team members of this team are 100% dedicated to the team.

Answer: A, B, C.

Explanation
For an Agile team, team members need to be 100% dedicated, and they should be self-managing, rather than being managed by a Scrum Master or Agile coach. Additionally, the

ideal team size is small, typically consisting of about 3 to 9 members.

Question 35:

Skill Valley Inc. is a huge project management consultancy company. The major business objective of the company is to execute the projects across multiple countries, geographies and time zones. Because the company executes many projects and some of them are similar sometimes, the senior management wanted to make sure that the project knowledge is not lost after the projects are completed. What should Skill Valley Inc. do to make sure project knowledge is not lost after the project completion?

A. Hire an external team & utilize this team to contribute to project knowledge sharing with other project teams
B. Set up a PMO. The PMO will build the data repository consisting of project knowledge and share it with the rest of the organization.
C. Ask the project members from each project to reserve the bandwidth to contribute to project knowledge sharing with other project teams
D. Ask individual project sponsors from each project to reserve the bandwidth to contribute to project knowledge sharing with other project teams

Answer: B.

Explanation
This question is relatively straightforward once you clearly understand the "role or purpose" of the PMO, project team, sponsor, and when to utilize external teams.
The PMO's role is to act as the architect and facilitator of knowledge transfers within projects performed by the organization. The PMO can create a data repository, and through the use of this repository, facilitate knowledge transfer. The PMO should also gather feedback from system users and implement improvements based on the feedback received from them.
As the central hub for knowledge traffic in projects, the PMO should be able to create added value for the company from both internal and external knowledge sources. Therefore, setting up a PMO is the correct choice.
Individual project members, sponsors, or external teams are not the best choices for fulfilling the organization's knowledge transfer needs.
https://www.pmi.org/learning/library/knowledge-transfer-project-management-offices-1468

Question 36:

As a project team, one can say that the electric lamp manufacturing team at Sterling Inc. is in an advanced stage of the development. The team is a mix of SMEs and highly motivated individuals who are skilled and thoroughly professional. This project team believes in "shared ownership". Which amongst the below is true regarding "shared ownership" in a project context?

A.	"shared ownership" means the project manager and project sponsor know the vision and objectives of the project. The Project team owns the deliverables and the outcomes of the project
B	"shared ownership" means all the team members know the vision and objectives of the

.	project. Project sponsor owns the deliverables and the outcomes of the project
C.	"shared ownership" means all the team members know the vision and objectives of the project. Project manager owns the deliverables and the outcomes of the project
D.	"shared ownership" means all the team members know the vision and objectives of the project. The Project team owns the deliverables and the outcomes of the project

Answer: D.

Explanation
Historically, accountability for a project has been assigned to a single person. For example, a project manager is usually accountable to the sponsor for the success (or lack of success) of the project. While the project manager may delegate responsibility to members of the project team, the project manager maintains accountability.
However, looking at how some organizations have been structured during the last couple of decades, in some cases, accountability in a project, product, or service to customers or the public has been assigned to more than one person. In the project context, it is now referred to as shared ownership.
Ownership for the outcomes of the project is shared by the team as a whole. So, in the above scenario, the term "shared ownership" means that all team members know the vision and objectives of the project (and not just the PM or project sponsor).
The project team owns the deliverables and the outcomes of the project (and not just the PM or project sponsor).

Question 37:
The last project your company did with Magentour travel agency was a failure. And the client complained that there was a lack of transparency from the development team. Your team is working with Magentour travel agency but on a different project.
As an agile project manager one of the key characteristics you want to have within your team is “transparency” because this client has already mentioned the lack of it with other project teams. What tool or technique should you use to enhance the transparency?

A. Detailed Weekly status report (WSR) which clearly articulates what team has achieved each week of the sprint
B. Information refrigerators in low traffic area
C. Daily status report of each individual’s work record
D. Information radiators such as highly visible charts or graphs which shows real progress of the work

Answer: D.

Explanation

To enhance transparency, Agile literature recommends using information radiators. Information radiators, such as visible charts and graphs showing real progress and actual team performance, should be utilized to enhance transparency and trust.

Question 38:
The project charter has authorized Thomas, a project manager, to do the estimation with his project team for the new project which is in a planning phase right now.
The project's objective is to launch an incandescent lamp in the next 18 to 24 months.
Which of the following should Thomas and his project team should prepare estimates for?

A. Human resources and physical resources
B. Duration
C. Cost
D. Risks

Answer: A, B, C.

Explanation
In real-life project management, you may perform estimations differently. You might estimate more than what is mentioned in the above scenario, or you could estimate less than the correct answer mentioned, and that is completely fine. This is because each project is unique and has its own characteristics and context. Based on the project context, the project manager is supposed to tailor various planning and estimation efforts.
In general, teams do not perform "risk" estimation. Instead, they typically identify a set of risks that a project may encounter and create responses to deal with these risks. They then add effort estimates to implement or develop a risk response.
The main purpose of including this particular question in the practice test is to raise your awareness of the different areas in projects where estimation may be applicable and what the Project Management Institute recommends regarding estimation areas that a project practitioner should be aware of.

Question 39:
Your organization is a well-established firm with a sound track record of delivering complex civil engineering projects over the years. Your team is working on a dam construction project in a geopolitically violent country. The project is already started and the SPI and CPI both are 1 as on date, after 6 months since the project start date.
As a project manager of this project, which of the following should be your focus?

A. Continually review project schedule and use crashing technique because SPI is 1
B. Continually review project budget and allocate management reserves because CPI is 1
C. Continually review internal organization environment for impacts on project scope/backlog
D. Continually review external business environment for impacts on project scope/backlog

Answer: D.

Explanation
The key point in the scenario above is what the project manager should do with regard to the factors that are external to the project but could still impact the project's objectives.
In the above scenario, since the project is being developed in a geopolitically violent country, the project manager should focus on continually reviewing the external business environment for impacts on the project's scope and backlog.
Both the CPI and SPI are at 1, which means the project is performing well in terms of cost and schedule. Therefore, the project manager can continue to monitor these metrics as the project progresses, but in the above scenario, they are not the primary areas of focus.
Additionally, the internal organizational environment must be favorable within this organization, as it appears to be a well-established firm with a strong track record of delivering complex civil engineering projects over the years.

Question 40:
You are an experienced agile practitioner who worked on multiple agile projects in the past. You have joined a new organization who is looking for an agile framework which is most suitable for single and small, co-located & cross-functional teams. Which of the following is NOT the right choice?

A. Disciplined Agile
B. Large Scale Scrum
C. Scrum
D. eXtreme Programming

Answer: A, B.

Explanation
Large Scale Scrum and Disciplined Agile are examples of scaled agile frameworks, not suitable for single, small, co-located, or cross-functional teams. On the other hand, the other two choices are examples of frameworks designed for single, small, co-located, and cross-functional teams: Scrum and eXtreme Programming (XP).

Question 41:
A Famous bakery making company in France has one agile team working with their client's customer support department team and together they are working for the development of a new bakery product. The client has allocated one business executive who works with the bakery's development team to help clarify business requirements. What should be the best working agreement between the development team and business executive?

A. Business executive and development team should meet once in a week and prioritize the business goals
B. Business executive and development team should meet once in a month and prioritize the business goals
C. Business executive and development team should meet once in a 2-week and prioritize the business goals

D. Business executive and development team must work together daily throughout the project.

Answer: D.

Explanation
One out of the twelve agile principles is that business people and developers must work together daily throughout the project. It is of utmost importance in an agile project that the development team collaborates with the business executives on a daily basis. This collaboration helps the development team quickly clarify any business requirements and implement them without delay. Consequently, it aids the development team in producing deliverables more rapidly. All other options are inappropriate for the given scenarios.

Question 42:
Your team is working on "tailoring" the processes and the outcome from this exercise is to be used by other project teams. Which one of the following represent the correct sequence for "tailoring" the processes which your team should follow?

A.	1. Select initial development approach 2. Tailor for a project 3. Tailor for an organization 4. Implement ongoing improvements
B.	1. Select initial development approach 2.Implement ongoing improvements 3. Tailor for a project 4. Tailor for an organization
C.	1. Implement ongoing improvements 2. Select initial development approach 3. Tailor for a project 4. Tailor for an organization
D.	1. Select initial development approach 2. Tailor for an organization 3. Tailor for a project 4. Implement ongoing improvements

Answer: D.

Explanation
Tailoring is an important aspect of project management. Industry research suggests that there is a direct relationship between a tailored project management methodology and project success. A central concept of the idea of tailoring is that it must be fit for purpose.
Prior to using the project management methodology on any specific project, a project manager should take the responsibility to tailor it even further to suit his or her project.

According to PMBoK 7th edition, the correct sequence for "tailoring" the processes is as follows:

1. Select an initial development approach.
2. Tailor for an organization.
3. Tailor for a project.
4. Implement ongoing improvements.

Question 43:
Stuart works as a project sponsor and Ian works as a project manager in a baseball manufacturing company in California, USA. Their company is in an early stage of development to launch a baseball with few changes from their existing baseballs to make it more suitable for current and future changes. The company senior leadership wants to create a business case for this work and also wants this business case to be maintained and updated regularly throughout the project. Which of the following is correct responsibility for Stuart and Ian - regarding the business case?

A. Stuart should create a business case and Ian should maintain and update it regularly throughout the project.
B. Ian should create a business case and he also should maintain and update it regularly throughout the project.
C. Stuart should create a business case and he also should maintain and update it regularly throughout the project.
D. Ian should create a business case and Stuart should maintain and update it regularly throughout the project.

Answer: C.

Explanation
Projects are undertaken by organizations to meet their business or organizational needs. The organization encounters a specific "problem" that it must address, prompting the initiation of a project to resolve the situation. This may involve a completely new initiative, an extension of existing operations, the addition of a new product to an existing product line, or the need for repair work.
Most organizations frequently contend with limited resources, including budgets, personnel, and infrastructure. Consequently, an organization cannot afford to expend these limited resources without ensuring that they are used judiciously. The formal term for this justification is the "Business Case."
Typically, the development and maintenance of the business case are primary responsibilities of the project sponsor. In the scenario mentioned above, Stuart, who serves as the project sponsor, should create the business case and also take on the responsibility of maintaining and regularly updating it throughout the project.

Question 44:
James is worried. He has been asked by the top management of his organization to complete the project requirement gathering in a 2-days time. This is because the project

if not finished in strict timelines may result in hefty penalties to James's organization. The challenge for James is although he has already identified the key stakeholders - about 150 of them- for the project who can share with him the project requirements, these stakeholders are spread across multiple offices of his organization & are likely to be unavailable at once for a quick meeting to share their requirements. Which of the below should James use to collect requirements from these stakeholders who are spread across geographies in such a short time?

A. James should do the market research to collect the requirement as there is no sufficient time to collect the requirements from these stakeholders who are spread across geographies

B. James should hold a face to face and 1-on-1 interview, to collect the requirements from these stakeholders who are spread across geographies

C. James should use a questionnaires and surveys, to collect the requirements from these stakeholders who are spread across geographies

D. James should define the project requirements himself. He should contact the PMO office, ask for the similar project done by the organization in the past and reuse those project requirements for this project. James should inform this in a transparent manner about this to his project sponsor, and top management of his organization

Answer: C.

Explanation
The key challenge here is:

1. Limited time to collect the project requirements.
2. Stakeholders who are spread across different geographical locations.

James cannot and should not simply use the requirements from a similar project previously done by the organization and reuse those project requirements for this project. This is because every project is unique, and this project may have different needs. Additionally, conducting one-on-one meetings with 150+ stakeholders will be time-consuming and unlikely to be completed within two days. Market research may not uncover all the project requirements for this project. Therefore, it is essential to consult the stakeholders to gather all the necessary project requirements.
This leaves us with one choice: using questionnaires and surveys. This technique allows for the collection of a large amount of data from 150+ individuals in a short period of time, specifically two days. Questionnaires and surveys can be conducted through various means, including mail, communication tools such as Slack, or simple Google Forms.

Question 45:
Sophia has just finished her education in project management from an international university. Your HR Department told you that she will be joining your PMO from next week. You being an experienced project manager should encourage Sophia to acquire which of the skills for a successful career as a project manager?

A. Emotional intelligence

B. Sadist
C. Service-oriented
D. Courteous

Answer: A, C, D.

Explanation
This one should be straightforward to answer, I suppose, if you apply common sense. However, my intention in including this question in the exam is to ensure that you have read about what PMI expects and describes as skills for project managers, especially in terms of the "personality" aspect of the PM.

Question 46:
The daily standup happens at 9:30 am each day for Rasool and his team, who work out of a Saudi Arabia location. The project this team is working on is a mobile app that keeps track of OPEC oil price changes in real-time. Rasool is the scrum master of this project team and he facilitates and ensures that the daily standup happens each day. What will happen if this team stops doing daily standup?

A. The team will not be able to uncover problems
B. Nothing much happens to the team's delivery as daily stand up is 1 of the optional meetings as per scrum guide.
C. The team members will not be able to communicate the status of their work
D. No one will be able track the progress of sprint/iteration

Answer: A.

Explanation
Anyone who has worked on a Scrum team would know that Scrum includes a meeting called the Daily Scrum or Daily Standup, which is a 15-minute time-boxed event for the development team. The three questions that are discussed are:

1. What did you do yesterday?
2. What will you do today?
3. Is there anything blocking your progress?

So, if a team is not conducting the Daily Standup, the third point will remain unanswered. This means the team will not be able to identify the problems they are facing, ultimately negatively impacting the project delivery. Hence, the real reason why Agile/Scrum teams meet daily is to uncover problems.

Question 47:
Charlotte has been working in traditional project management projects for the past 6+ years. She has been requesting her boss to allow her a new assignment in an agile methodology. Finally Charlotte is getting an opportunity to work in an agile project. She has an agile certification with her and she is confident that she can deliver this project successfully although it will be her 1st agile project. She found that her team is made up

of geographically distributed teams spread across the globe. This team has both I-shaped and T-shaped skilled people. The team size is about 12 and few new members are expected to join. To lead this project successfully, which of the following Charlotte should focus on first?

A. Since this Charlotte's 1st Agile project - she should only keep T-shape skill team members in her team
B. Since Charlotte's team is made up of geographically distributed team members spread across the globe - she should focus on cultural awareness
C. Since this Charlotte's 1st Agile project - she should choose Scrum as it is tried-and-tested framework and has been proven successful
D. Since this Charlotte's 1st Agile project - she should only keep IN-shape skill team members in her team

Answer: B.

Explanation
While this question may be a bit lengthy to read, you can expect a few such questions in the PMI PMP Exam. Besides being lengthy, it has some irrelevant information (added on purpose to trick you), such as "She has an agile certification."
The whole point of this question is to make sure you understand what to do first. Choosing Scrum or selecting certain skill team members may still be the right choices depending on the project's context. However, in the above scenario, the PM should first focus on cultural awareness of her team.
Cultural differences can influence the decision-making process or the speed at which the work is completed. It can also cause team members to act without proper planning. Not recognizing cultural differences can then result in conflict and stress within the project, which will further delay it.
Since the team is geographically distributed, she should focus on cultural awareness first, and then she can think about choosing Scrum or different skills needed for the project.

Question 48:
Earned value analysis is a popular tool within an e-commerce company's project team. The project team has used it in the past and the PMO of the organization also has asked the project teams to use it whenever applicable. Brett's sponsor has asked if the project is on schedule or not to him. Can Brett use earned value analysis to tell if the project is on schedule or not to his project sponsor?

A. Brett can use schedule variance (SV) and schedule performance index (SPI) values from earned value analysis to tell if the project is on schedule
B. No - earned value analysis is not useful to tell if the project is on schedule. It is used to assess if the project can add the business value to company or not
C. Brett can use cost variance (CV) and cost performance index (CPI) values from earned value analysis to tell if the project is on schedule
D. No - earned value analysis is not useful to tell if the project is on schedule. It is used to assess if the project can earn the profit to an organization or not

Answer: A.

Explanation
You may encounter several questions on the PMP Exam that inquire about the application of earned value analysis. Whether or not you need to perform calculations, the purpose of this topic is to assist project managers in conveying the project's status, including its performance in terms of cost and schedule.
Schedule variance (SV) and schedule performance index (SPI) are two earned value calculations that offer a means of measuring project progress in relation to the project schedule baseline. Brett can utilize these calculations to determine whether the project is on schedule.

Question 49:
Skill Valley Inc. is using an agile approach to deliver their home appliance products. The company leadership has given freedom to the project delivery team to provide the estimates for the iterations. The entire team is working on estimation. However, the team is providing inaccurate estimates which are way off the mark and this is going on for the last 3 to 4 iterations. Obviously, this is making the organization's leadership worried about the ability of this team to provide the proper estimates. What should be done to improve the situation?

A. Pull the data from previous projects and use the estimates from previous similar project and just use the same estimates for the current project
B. Instead of the entire delivery team providing the estimate just ask the team leader or the subject matter expert to provide the estimate based on his or her judgment
C. Conduct retrospective meeting with an entire team and discuss the root cause of why the team estimates are not accurate and find a way a in a collaborative manner with the team
D. Either project manager or the project sponsor should adapt the directive leadership skill and they should provide the estimate and ask the team to adhere to it

Answer: C.

Explanation
Estimation should be a collaborative effort involving the entire team to secure better buy-in and thus make informed choices.
"Instead of having the entire delivery team provide the estimate, consider asking the team leader or the subject matter expert to offer an estimate based on their judgment."
"Either the project manager or the project sponsor should adopt a directive leadership approach and provide the estimate, then ask the team to adhere to it."
Merely copying estimates blindly from similar past projects is not advisable, as there may be numerous other variables that can differ from one project to another.
The optimal course of action is to place trust in the team's ability to identify the root causes of inaccurate estimates during a retrospective and allow the team to determine a solution to the issue.

Question 50:

Tom works from Alabama, USA. and he is working in a company who just received the order to develop a project whose deliverable is to develop a mobile application using Flutter - a cross platform to develop mobile apps that run on both android and iOS platforms. The customer's requirements are very strict in terms of quality requirements and as an agile project manager Tom is asked to choose the agile approach for this project. Client also asked that the project need a test driven development & strong pair programming practice to ensure app quality. Which will be Tom's preferred choice for the above requirement?

A. Agile Unified process
B. Extreme programming
C. DSDM
D. Crystal

Answer: B.

Explanation
In the new PMP exam, you may be asked a question to choose between different types of agile flavors. While you don't need to be familiar with the full details of every single agile project management approach, at least at a high level, you should know the basic characteristics of these agile project management flavors. Hence, this question.
Extreme programming is characterized by applying the principles in its purest form. Also, two of the requirements of test-driven development and pair programming practice are part of applying extreme programming approaches. Hence, for the above scenario, Tom should choose Extreme Programming or XP.

Question 51:
There seems to be a disagreement in deciding the stakeholders of a project in Julia's project. Her team is working on installing mobile towers near a residential area in Birmingham in the UK. There are like 2 groups now in her project team with 2 different opinions. First group of the project team has the opinion that people living near the place where the mobile tower is to be installed are the project stakeholders whereas the second group of the project team members think they are not the stakeholders as these residents are neither customer, supplier or user of the mobile tower. What should Julia do being a project manager with regards to her stakeholder engagement approach for these residents based on the above discussion between 2 groups?

A. Julia should not consider the residents as the stakeholders and hence no need to develop appropriate stakeholder strategy for them as these residents are neither customer, or supplier or user of the mobile tower.
B. Julia should consider the residents as the stakeholders as they will be affected by the decisions and activities due to the mobile tower installation project and should develop appropriate stakeholder strategies for them.
C. Julia should consider the residents as the stakeholders as they will be affected by the decisions and activities due to the mobile tower installation project and should not

develop any stakeholder strategy for them as these residents are external to the project team or her organization.

D. Julia should not consider the residents as these residents are neither customers, suppliers or users of the mobile tower. However, she should instead add a note in the assumption log that these residents won't be creating any issue - either positive or negative about the mobile tower installation project during project execution.

Answer: B.

Explanation
The term "stakeholder" is used as a general term to describe individuals, groups, or organizations that have an interest in the project and can mobilize resources to affect its outcome in some way.
A formal definition of a stakeholder is: "individuals and organizations who are actively involved in the project or whose interests may be positively or negatively affected as a result of project execution or successful project completion."
In the above case, the people living in the area near the location where the mobile tower is to be installed are the project stakeholders because the project deliverable - a mobile tower near their houses - may have a positive or negative impact on them.
Hence, Julia should consider these residents as stakeholders since they will be affected by the decisions and activities related to the mobile tower installation project, and she should develop an appropriate stakeholder strategy for them.

Question 52:
As an experienced project manager Carl knows the importance of stakeholder engagement in the project. Carl's project sponsor sent him an email this week and told Carl that a new project is most likely to start next week. Carl is thinking of starting with identifying the stakeholders for the project. However the project charter is not yet approved. When can Carl start the process of "identifying" the stakeholders for the project?

A. Carl should start right away after the project charter is approved.
B. Carl should start 1 week after the project charter is approved.
C. There are no such rules or guidelines apply here - Carl can take a decision based on mutual understanding with his project sponsor.
D. Carl should start right away without waiting for project charter approval because the project sponsor has already sent a written communication regarding the project start.

Answer: A.

Explanation
You might have selected different options for this question if, in the real-world project, you or your teams don't always follow what is recommended in the PMBoK Guide. According to the PMBoK Guide, the process of identifying project stakeholders should start as soon as possible, preferably after the approval of the project's initiation phase.
Now, not every organization adheres to this practice consistently. In your company or team, this may or may not be the standard procedure, and that is okay too.

However, for the PMI PMP Exam, remember that there are certain best practices and guidelines outlined in the PMBoK Guide that you should study to understand what PMI recommends for various aspects, including the stakeholder identification process. Based on these recommendations, you should answer scenario-based questions in the exam.

Question 53:
Jazz is working on stakeholder engagement strategies for his upcoming construction project. He wanted to identify the stakeholders and then have a strategy to deal with them based on their power and interest. Which of the following stakeholders categories should Jazz use/focus on to develop his stakeholder engagement strategies?

A. External stakeholders
B. Internal stakeholders
C. Internal and external stakeholders
D. None of these

Answer: C.

Explanation

Stakeholders are those who have a stake or an interest in a project or strategy undertaken by a company or an organization. They will be affected in some way by the project and, therefore, have an interest in influencing it. In construction projects, stakeholders can include:

1. Users of a building
2. Funders
3. Neighbors
4. Regulatory bodies
5. General public

There are broadly two groups of project stakeholders: those internal and those external to the client organization. Therefore, Jazz must consider both internal and external stakeholders and develop his stakeholder engagement strategies according to the power and interest of these stakeholders.

Question 54:
A food chain company in India after its launch became very popular due to its on-time delivery and varieties in food items. Ajay has been working in this food company for the past 6 months as an agile project manager and now his company has recently decided to deliver all the future projects using the Agile approach. What should be the area of focus during the initial stages of the Agile transition for Ajay?

A. Ajay should focus on inculcating the Agile mindset
B. Ajay should focus on applying the Agile Tools and techniques in the correct way
C. Ajay should focus on tailoring the agile process and tools as per the project requirement
D. Ajay should focus on picking up the correct methodology such as extreme programming or scrum

Answer: A.

Explanation
An agile mindset is the set of attitudes that support an agile working environment. These attitudes include things such as respect, collaboration, continuous improvement, learning cycles, shared ownership, a focus on delivering value, and the ability to adapt to change. This mindset is necessary to cultivate high-performing teams, who, in turn, deliver amazing value for their customers.
During the transition to agile, as an agile leader, your focus should be on instilling the agile mindset and way of thinking based on agile values and principles. All other options mentioned in the above scenario can be carried out later once the team has embraced the agile mindset.

Question 55:
Dinesh is the project manager working on automation script development work for a mobile gaming company. The team is newly formed and started the work only a few weeks ago. One of the team members, Musa, works remotely. He is an I-shaped skilled person with expertise in developing the coding work needed for the game. Musa is a shared resource and works 80% of his time on this project and contributes 20% of his remaining time to another project in the same company. The team members from this team have been complaining that their work is getting delayed due to Musa. What could be the potential issue here?

A. Since Musa is I-shaped skilled person, he probably lacks the skills needed for gaming work he is working on - thus impacting other team members
B. Since Musa is working remotely, he probably is left behind and not being able to mingle with rest of the team and - thus impacting other team members
C. Since Musa is shared resource, and he may have to multi-task between 2 of his project this might needs a context switch for his thus wasting a time - thus impacting other team members
D. There is no issue here & no action is needed from Dinesh, the PM - the team is recently formed and is going through the usual development phases of forming-norming-performing-adjourning.

Answer: C.

Explanation
In an agile project, it is beneficial to have the following:

1. Co-located team members.
2. T-shaped skilled individuals.

These two factors can be addressed through various approaches.
In the given scenario, it is explicitly mentioned that Musa is working on two different projects and is required to allocate approximately 20% of his time to another project. This necessitates multitasking, which can occur when one attempts to perform two tasks simultaneously, switch from one task to another, or execute two or more tasks in quick succession.

Multitasking, in this context, implies switching between tasks, which could potentially slow down the developer and consequently impact other team members as well.
In conclusion, it is advisable to avoid multitasking, as it has the potential to hinder the overall team's productivity.

Question 56:
Thomas is a project manager in a healthcare domain company. His company has a vision to work on producing health products based on Ayurveda. There are people in this company who have the requisite skills to work on health products based on Ayurveda. This company has received the order to produce health products for Europe region but the customer asked to not use Ayurveda based methods and instead asked for chemical and other medical practices This new order is very lucrative in terms of cost-to-benefit ratio & the business team of Thomas's company wants his team to take up this project. What should Thomas do in the above scenario and why?

A. Thomas should accept this project as it can give his organization an opportunity to venture into new areas of developing health products using chemical and other medical practices. He should put in place proper risk management processes to mitigate the risks that may arise during the project though to ensure project success.
B. Thomas should not accept this project as this project does not align with his organization's vision of producing health products based on Ayurveda.
C. Thomas should accept this project as it can be monetarily beneficial to his organization's finances. He should put in place proper risk management processes to mitigate the risks that may arise during the project though to ensure project success.
D. Thomas should not accept this project as this project needs the skills which are not currently available in his organization

Answer: B.

Explanation
This question is intentionally kept a bit open-ended and ambiguous because any of the choices can be a valid choice based on how one sees this question in a certain context. However, as per PMBoK Guide 7th Edition, the Project manager should be a steward who operates in alignment with the organization's objectives, its mission, vision, and long-term values.
So the reason why Thomas should not accept this project is because this project does not align with his organization's vision of producing health products based on Ayurveda. While it is also true that the organization currently doesn't have the skills within to execute the project, those skills can be developed by cross-training the workforce - but this should happen when the project is in alignment with the organization's objectives, its mission, vision, and long-term values.
This organization has a vision to work on producing health products based on Ayurveda, so venturing into new areas of developing health products using chemicals and other medical practices is not the goal of this organization anyway. Despite the fact that this project may be monetarily beneficial to his organization's finances, it doesn't fit with the organization's objectives, its mission, vision, and long-term values.

Question 57:

Steve is a PMI PMP certified project manager and he has recently joined a new firm, this firm works on manufacturing electric starters needed for electrical machines. He has been asked by his new employer to manage the ongoing production of these electric starters. However, Steve is not happy. Steve thinks that the assignment he has been asked to do is not really a project and instead he thinks this is really an area of operational management. Is Steve right in thinking this way?

A. Yes, ongoing production of the electric starters (the goods) is an operational management area - not project management.
B. Yes, ongoing production of the electric starters (the goods) is a program management area - not project management.
C. No, being a PMI PMP certified project manager, Steve is skilled to handle any work.
D. No, Steve has to be ready to do whatever assignment he is asked to do - he is just learning the organization culture.

Answer: A.

Explanation
As a project manager with PMP certification, you have the knowledge to effectively manage projects. Therefore, you should consider taking on assignments that are related to project management to ensure success in delivering projects that align with your skills.
In the scenario mentioned above, the ongoing production of electric starters (the goods) falls under operational management, not project management. This misalignment is the reason why Steve is dissatisfied.
Agreeing to work on tasks for which you lack the necessary skills to succeed is not ethically sound and can result in a wastage of organizational resources, including time and money.

Question 58:
The laptop memory chip making company is working using a traditional, waterfall approach to the project execution. Also, there are very strict expectations in terms of quality standards that these memory chips need to adhere to. As a project manager for such a project, what strategy should you apply?

A.	- Design project processes to build quality in. - Have quality analyst work together with other team members to understand and determine how best to achieve quality during each step in the project
B.	- Design project processes to build quality in. - Have quality analyst work together with other team members to understand and determine how best to achieve quality during each step in the project - Be proactive, find the defects as early as feasible in the project
C.	- Design project processes to test quality in. - Have quality analyst work together with other team members to understand and determine how best to achieve quality during each step in the project - Be proactive, find the defects as early as feasible in the project

D.	- Design project processes to build quality in. - Be proactive, find the defects as early as feasible in the project

Answer: B.

Explanation
There are three key things to keep in mind when it comes to overall quality management:

1. Build Quality In: While it is true that the deliverables need to be tested and verified, it is important that the project ensures quality is built in when these deliverables are developed.
2. Ensure Quality Assurance Folks Work Together with Other Team Members, Such as Designers, Engineers, Architects, etc., to Understand and Determine How Best to Achieve Quality During Each Step in the Project.
3. Be Proactive About the Quality Expectations. As a project team, you should visualize and imagine the negative impact of non-compliance with the quality requirements and build safeguard actions to avoid such non-compliance in a proactive way.

Among the three options, one of the above three points is missing, and as mentioned, "building" quality is better than "testing" quality.

Question 59:
Andrew, a member of the PMO Department in his organization, is responsible for defining and upholding project management standards across the organization. He has been tasked with creating a list of activities that project managers should and should not engage in during a project. Under the category of "won't do," Andrew should include which of the following?

A. Project manager never participates in follow-on activities related to realizing business benefits from the project
B. Project manager never assist in business case development
C. Project manager should not approve the project charter
D. Project manager should not assist in business analysis work

Answer: C.

Explanation
In the real world, the answer to this question may be slightly different than how PMI defines or views it. For the PMI PMP Exam, you should be aware of the recommendations as per PMI. According to PMI, the project manager can be called upon to perform a few additional activities, such as:

1. Assisting in business analysis work.
2. Participating in follow-on activities related to realizing business benefits from the project.
3. Assisting in business case development.

The project charter is typically approved by the project sponsor or a person with similar authority who has the power to authorize and provide resources for the project. The project sponsor is often a senior executive or a key stakeholder with a vested interest in the project's success. The approval of the project charter signifies the formal commitment and support for the project from the organization's leadership.

Question 60:
Due to conflict in Europe in the year 2022, the Skill Valley Inc. project team has to prepone the delivery of their drones by at least 3-months. However, due to the above mentioned delivery pressure in the last few iterations, the team has found that technical debt for drone software is increasing alarmingly. During the retrospective meeting team members acknowledged this increase and said they will take action to reduce the technical debt in code. What technique can they use?

A. Refactoring
B. Sailboat
C. Prune the product tree
D. Fist of five

Answer: A.

Explanation
Technical debt (also known as tech debt or code debt) describes what happens when development teams take actions to expedite or speed up the delivery of a piece of functionality or a project. In other words, it's the result of prioritizing speedy delivery over perfect code - and that is what seems to be happening in the above scenario.
To address the tech debt, the team can use code refactoring, which is a process of improving the design of existing code without altering its external behavior or adding new functionality. To reduce the technical debt, the development team can begin refactoring code, cleaning up existing unused parts from the code, and thus reducing technical debt. Other choices are not appropriate for the given scenario.

Question 61:
Anil has just been informed by his project sponsor that from next week a new project for rocket propulsion component development is going to start and Anil will be the PM for this project. Being a government project, it is expected to have a large number of stakeholders associated with the project. Which of the below statements are true regarding the stakeholders that Anil must keep in mind when working on stakeholder planning?

- **Statement 1 - Stakeholders can come and go at any time during any phase of the project**
- **Statement 2 - The interest & the influence of a stakeholder can change at any time during any phase of the project**

A. Only statement 2 is true
B. Only statement 1 is true

C. Neither statement 1 and 2 are true
D. Both statement 1 and 2 are true

Answer: D.

Explanation
With project stakeholders, both Statement 1 and 2 are true because stakeholders can come and go at any time during any phase of the project, and their interest and influence can change at any time during any phase of the project.

Question 62:
Keith is a project manager and he is working for a large coffee shop company, from Atlanta, Georgia. His employer is soon launching a new project that will help further expand the coffee shops across the other states in USA as the demand for coffee shops is increasing post covid-90 restrictions are now slowly being lifted.
Keith is working on communication management strategy for this project, specifically for written communication. Which of the following should Keith avoid and create a successful written communication strategy for this project?

A. For a written communication, avoid grammatical errors & spelling mistakes
B. For a written communication, avoid using "markers" such as introduction, description, summary etc.
C. For a written communication, avoid elimination of excessive words
D. For a written communication, avoid using concise expressions

Answer: A.

Explanation
The answer is really common sense, and in the PMP exam, you will come across a few such questions that a working professional should be able to answer or judge based on experience and common sense.
It is obvious that one should avoid grammatical errors and spelling mistakes. Poor grammar shows unskillful communication and a lack of attention to detail. Project managers work on many different kinds of written materials other than emails, such as contracts, proposals, presentations, speeches, brochures, and social media posts. If the project manager makes any mistakes here, it will negatively reflect in business relations and could lead to project failure.

Other choices:

- Using "markers" such as introduction, description, summary, etc.
- Using concise expressions.
- Elimination of excessive words.

These are part of the 5 C's of written communication, which, as a project manager, you should be aware of and follow.

Question 63:
Risk identification is happening right now for a project whose goal is to launch digital books on travel and monuments in Europe. Which of the following correctly describes the

right approach about this "risk identification" in a project?

A. Project manager should identify both positive and negative risks throughout the project and update it in a risk register.
B. Project team should identify both positive and negative risks during the planning phase of the project and update it in a risk register.
C. Project team should identify both positive and negative risks throughout the project and update it in a risk register.
D. Project managers should identify both positive and negative risks during the planning phase of the project and update it in a risk register.

Answer: C.

Explanation
The following is true about risk identification, regardless of whether you are using agile or waterfall-style project management:

- Both the project team and the project manager should participate in the risk identification process.
- Risk identification should occur throughout the project, not just during the planning phase. This is crucial to remember, not only for the PMP exam but also for real-world project management. The risk profile of the project continues to evolve throughout the project's lifecycle. Therefore, the team should remain vigilant for emerging risks and monitor the status of identified risks throughout the project.
- It is also important to document these identified risks in project artifacts such as a risk register or risk logs. This ensures that the project team has access to these identified risks during project execution.

Question 64:
Below are the characteristics of the project which your organization is about to start.

- **project requirements are fixed and stable**
- **project don't need multiple deliveries**

Based on the above , which project methodology/method is appropriate?

A. Iterative
B. Agile
C. Incremental
D. Predictive

Answer: D.

Explanation
Project management is not just about managing the running project. As a project manager, you should have knowledge of determining the appropriate project methodology/methods and practices based on the project's needs. As a project manager, you should:

1. Assess project needs, complexity, and magnitude.
2. Recommend a project execution strategy (e.g., contracting, finance).
3. Recommend a project methodology/approach (i.e., predictive, agile, hybrid).

In the above scenario, where 1. project requirements are fixed and stable, and 2. projects don't need multiple deliveries, selecting a "predictive" life cycle can be the right choice. Of course, there are many other factors that may need to be considered. However, in the given scenario where nothing else is mentioned, based on the provided information, selecting the predictive project life cycle is perhaps the correct choice.

Question 65:

Ben is project manager of a team consisting of skilled engineers with varying degrees of experience. Some team members are freshers but some of them are highly experienced. One of the team members is a girl named Julie who is not expressing herself during many of the project meetings & seems to be going through some personal trouble. Her productivity on the project seems to be on decline too. Which of the below skills Ben should use to help Julie?

A. Metacognition
B. Intrinsic motivation
C. Resilience
D. Emotional intelligence

Answer: D.

Explanation

To optimize project results while simultaneously maximizing the use of resources, it is necessary and timely for project managers to understand and apply the principles of Emotional Intelligence (EI).

EI is the ability to recognize our own emotions as well as those of others. In the above scenario, Ben should use Emotional Intelligence skills to truly understand the emotional state Julie is going through.

Question 66:

Alex has recently joined as lab assistant in the chemical lab which is working on producing cough remedies for the US, Europe and Middle-east region. You are working as a project manager on this project in which Alex has joined and this project uses agile methodology. After joining the team, Alex asked you why we as a team are doing this project? Which of the following can help Alex in his query?

A. Alex should refer to product backlog - it contains the project vision which tells why we as a team are doing this project
B. Alex should refer to team charter - it contains the project vision which tells why we as a team are doing this project
C. Alex should refer to product roadmap - it contains the project vision which tells why we as a team are doing this project
D. Alex should refer to agile project charter - it contains the project vision which tells why we as a team are doing this project

Answer: D.

Explanation

A project vision is a description or declaration of what an organization or a project team wants to achieve upon the completion of a project. Agile charters contain a project vision, which usually consists of only a few sentences but still highlights the end goal. It is used as a very general roadmap for projects, pinpointing where they should be heading and what the ultimate goals and objectives are. The purpose of a project vision statement is to show the direction of the project and define the criteria for success.
As a project manager, you should lead the team working on the project to meet the expectations of different stakeholders, as well as the project goals. The Project Manager should, through presenting the vision, provide direction and inspiration for the project team to achieve high-performance results. The project manager also has to communicate the project vision to other stakeholders and beneficiaries to gain support for the project and provide inspiration. The Project Manager thus plays a significant role in incorporating the project vision and ensuring that everyone involved is aware of what the project's vision is.

A team charter, product backlog, or product roadmap does not contain the project vision - the project charter does.

Question 67:
John's company received a contract last week in which John and his team will work as consultants whose major focus is to reduce the number of defects in their client's ERP system. There are no periodic releases needed for this system and each time when a defect is fixed, this fix/change should be integrated into the system. Also, John's team is new to agile and new to this project work. Which agile approach should be selected for this project?

A. Kanban
B. SCRUM - the most tried and tested agile methodology
C. Agile Unified process
D. Crystal

Answer: A.

Explanation
Since there are no periodic releases needed, SCRUM cannot be the right choice. Please remember that besides Scrum, there are many other agile practices that are commonly used across the industry, and the PMP exam is going to test you on other topics beyond Scrum. Among the other three options, Kanban is applicable in many project settings and allows for a continuous flow of work and value to customers. Also, it is easy to adapt to Kanban as it is less prescriptive compared to other agile approaches. Because John's team is new to agile, this makes it more suitable for this team in this scenario.

Question 68:
During every retrospective meeting, the project team discusses the multiple issues in the process such as bottlenecks for the verification team towards the end of every iteration. The servant leader notes down these retrospective items in the Google spreadsheet which is available for everyone in the project team. The retrospective is attended by the product owner, the project team and the servant leader - who facilitates the

retrospective meeting. Despite all of the above, this project team is not showing much improvements in the overall teamwork processes. What can the team do to overcome this challenge and make progress in the overall teamwork processes?

A. Exclude the product owner from the retrospective meeting. There can be some team members who might be hesitant to speak up during the retrospective in the presence of product owner

B. Capture no more than 3 items to improve the teamwork process in each retrospective meeting.

C. Instead of a servant leader, let anyone in the project team facilitate the retrospective meeting.

D. Stop using Google spreadsheet to store these retrospective items, instead use software tools such as JIRA or other similar tools

Answer: B.

Explanation
If you read the scenario, it is quite clear that this project team is trying to capture too many things during the retro meeting, and perhaps due to this large workload, they are not able to work on them in a focused manner.
The product owner is an important stakeholder and should be invited to the retrospective meeting.
The essence of a retrospective is to capture the learnings from the past iteration and make improvements. Agile literature is not very prescriptive, nor does it recommend using Google Spreadsheets or any specific software, so that point is not very relevant here.
Also, anyone, including the servant leader, can facilitate the retro meeting, and that is not really an issue here.
So, the best way for this team to show some improvement is only to decide on 2 or 3 retrospective work items for each retro in a focused manner and try to complete those work items in the upcoming iterations to show progress.

Question 69:

The newly formed agile team is working on an iteration planning for the upcoming iteration. You work as an experienced agile project manager for this team. The technology stack on which the team is going to work is fairly novice, and all the team members are going to work on it for the 1st time. What should this team seek to balance?

A. Balance development of deliverable units and risk reduction efforts by incorporating both value producing and risk reducing work into the backlog

B. Balance development of non-deliverable units and risk reduction efforts by incorporating both value producing and risk reducing work into the backlog

C. Balance development of deliverable units and risk reduction efforts by incorporating both value reducing and risk reducing work into the backlog

D. Balance development of deliverable units and risk reduction efforts by incorporating both value producing and risk producing work into the backlog

Answer: A.

Explanation
Take a look at the PMI PMP Exam content outline: Domain II, Task 8. As a project manager, you should be able to assist the team in planning and managing the project scope by helping them determine and prioritize requirements.
So when the team is novice to a technology stack on which the team is going to work, they should look to balance the development of deliverable units and risk reduction efforts by incorporating both value-producing and risk-reducing work into the backlog.
While the wording of the question is verbose and needs careful reading, it is kept like this on purpose to give you practice in answering similar questions on the exam. To reach the correct answer, you can easily eliminate the other three options by careful reading.

Question 70:
You work as a freelance project manager and 1 of the steel manufacturing organizations in the Middle-east has asked your view on their readiness to adapt agile to deliver their projects. This organization has used traditional/project management approaches for more than a decade but wanted to explore an opportunity to see if their teams can adapt agile. Which of the following are "desirable" characteristics that you should find in this organization to judge their readiness to adapt agile?

A. Focus on short-term budgeting
B. Work is decomposed into departmental silos
C. Executive management's willingness to change
D. Employees are specialized contributors with limited tools to diversify their skills

Answer: A, C.

Explanation
Before transitioning to using Agile, it is recommended that an organization should understand the relative compatibility of Agile methods with their current approaches. Executive management's willingness to change and focus on short-term budgeting are "desirable" characteristics. Work is decomposed into departmental silos, and employees are specialized contributors with limited tools to diversify their skills, which are not ideal for Agile adoption.

Question 71:
You joined a team as an experienced project manager and 1 of the associate junior managers in the new team asks you what are the sources of conflicts. He wanted to know them as part of his own learnings so that he can do better at conflict management. Which of the below is the most accurate reply?

A. Scope, schedule, and Quality - can lead to conflicts in a project
B. Presence of only the I-shaped skilled people in a team - can lead to conflicts in a project
C. Presence of only the T-shaped skilled people in a team - can lead to conflicts in a project
D. Budget, scope, schedule and Quality - can lead to conflicts in a project

Answer: D.

Explanation
Conflict management is one of the key areas for a project manager. Knowing the factors that usually cause conflicts becomes important. It may happen that there can be a conflict in a team or a project with either I-shaped or T-shaped skill people, but the most accurate sources of conflicts could be any mutually exclusive content, such as budget, scope, schedule, and quality.

Question 72:
The agile adoption has been a priority for Graham who is the agile project manager at Skill Valley Inc. - a US based company who works on solar panel manufacturing. Hence, leadership at Skill Valley Inc. decided to use the scrum for their projects. The scrum team in this organization wanted to improve its process and practices to make it more effective for the next iteration. What event should be conducted to help the team reflect on how to become more effective?

A. Scrum retrospective
B. Scrum backlog refinement
C. Scrum sprint planning
D. Scrum review

Answer: A.

Explanation
In Scrum retrospective events/meetings, teams reflect on how to become more effective by learning from previous iterations, identifying what went well and what did not go well.
By the end of the Sprint Retrospective meeting, the Scrum Team should have identified areas of improvement that it will implement in the next Sprint. Implementing these improvements in the next Sprint is the adaptation resulting from the Scrum Team's self-inspection. While improvements may be implemented at any time, the Sprint Retrospective provides a formal opportunity to specifically focus on inspection and adaptation.

Question 73:
James and his team - working on a project of migrating the on-premise machines onto the AWS cloud. The tech lead from the team, Kevin, has informed James that the migration activity is getting over soon. So James is now thinking of releasing the resources (such as tools, software and licenses) used by the project. What kind of resources and when should James release these resources?

A. James should release the human resources during closing phase of the project & physical resources only after the project closure
B. James should release the right quantity of resources at the right time in such a way that the project won't get impacted or delayed
C. James should release the both physical & human resources only after the project closure

D. James should release the physical resources during closing phase of the project & human resources only after the project closure

Answer: B.

Explanation
When it comes to controlling or releasing project resources, both physical and human resources, the PMBOK recommends releasing the right quantity of resources at the right time in such a way that the project won't be impacted or delayed. Also, please note that you have to release the resources first to fully complete the project closure.

Question 74:
Mickey is a project manager who will be driving the new chair manufacturing project for his company. He reviewed the project charter of the project and found that 3 people are already identified who will work on the project whose planning itself has not yet started. Is it OK to have identified resources before project planning?

A. It is OK - When a physical or team resource for a project is identified in advance, it is considered pre-assigned. It is not OK.
B. All the resources - both physical and human - are identified during the planning phase - via "Plan resource management" It is Not OK.
C. Only the physical resource such as equipment or materials for a project are identified in advance, and team resource has to identified during during planning phase - via "Plan resource management"
D. None of these

Answer: A.

Explanation
Pre-assignment of project team members or physical resources can occur for many reasons. Sometimes, specific individuals are identified in an agreement with a customer or partner. This is most likely when someone possesses rare or highly demanded skills or knowledge, and the customer or partner is aware of these skills beforehand (perhaps due to prior collaboration).
In such a scenario, it is acceptable to have a project charter for the project with three people already identified to work on it, even though the planning phase has not yet begun. When a physical or team resource for a project is identified in advance, it is considered pre-assigned.

Question 75:
During the planning phase, the project team knew that the vendor team with whom they were working with may shut down. The project manager has recorded this in an appropriate project artifact. This week, that vendor team has informed the project manager formally that they are shutting down all their offices, with immediate effect. This is an example of which of the following?

A. Crashing
B. Fail-fast
C. Risk becoming an Issue

D. Issue becoming a risk

Answer: C.

Explanation

As a project manager, there are several terms and concepts you should be familiar with. For instance, you should be aware that "risk" and "issue" are not the same.
The key difference is that an "issue" has already occurred, whereas a "risk" is a potential problem that may or may not occur, and it can impact the project positively or negatively.
In the scenario mentioned, the project team was aware that the vendor team might be shut down. So, it's an example of a "risk" that the project manager identified and recorded in an appropriate project artifact, most likely a risk register.
Later on, this "risk" turned into an issue because the vendor team informed us that they are indeed shutting down. This is an example of "risk becoming an issue."
"Crashing" is achieved by adding more resources to the project, which can help tasks or work items to be completed in less time than originally planned. The primary objective of project crashing is to shorten the project schedule. Hence, this is not the right choice in this context.
"Fail fast" is a philosophy primarily used in agile approaches, which values extensive testing and incremental development to determine whether an idea has value. Fail-fast systems are usually designed to halt normal operations rather than attempting to continue with a potentially flawed process. However, this philosophy does not apply to the situation described above, so it is not the right choice in this context.

Question 76:
There is an escalation happening from the client in 1 of the projects in your company and the client is clearly not happy with this project team. Client said that this team misunderstood at least 5 or more requirements. You are asked to find the root cause behind this escalation. You found that this team consists of 20 people, but they are not co-located and most of them are working from home due to covid-19 pandemic. Also, their sprint length is 3-weeks long. They do scrum standup which usually ends in about 10-minutes. When you spoke with the team they said that they interact with the client's business representative once in 9-weeks. Based on above - what might be the most likely reason for this failure of the team?

A. As per Agile or Scrum - the daily standup should be 15-minutes and this team finishing it in 10 minutes and this is the most likely reason for this failure of the team
B. As per Agile or Scrum - team must be co-located and this team is not - and this is the most likely reason for this failure of the team
C. As per Agile or Scrum - business people and development team must work together on a daily basis throughout the project and its not happening and this is the most likely reason for this failure of the team
D. As per Agile or Scrum - team size should be small. 20 people is not small team and this is the most likely reason for this failure of the team

Answer: C.

Explanation
While Agile and Scrum do recommend the following:

1. Smaller teams
2. Co-location
3. Short standups, like 15 minutes

The above scenario clearly indicates that the team has misunderstood the project requirements. This may be due to the fact that the development team only meets with the client's business representative once every 9 weeks, and this extended gap might have prevented the development team from having the opportunity to clarify specific requirements with the client's business representative.

Question 77:
The project to set up an assembly line for shoe making was successfully completed 2 months ago. The stakeholders and customers both were happy with the project delivery. However, there have been many complaints coming from the people who are operating the assembly line during the operations in the past few weeks. The people who are operating the assembly line have prior experience of working on similar projects in the past and even they are saying that they don't understand the overall assembly line process for this project and who needs to do what. What can be the most likely reason for this?

A. Project team is not responsible for what happens after the project is completed. This situation is not relevant to project but its related to operations and hence its no ones fault and this should be treated "business-as-usual"
B. The project manager did not handled the project risks effectively resulting in poor operational performance
C. The project manager & the project team did not handled the project quality effectively resulting in poor operational performance
D. There was a lack of knowledge transfer from the project team to the operations team due to which the operating team was unable to effectively perform the operational work.

Answer: D.

Explanation
The PMI PMP exam focuses on project management and various aspects of managing projects. However, there are a few areas, such as operating a project after its completion, that you, as a project manager, should be aware of.
In the above scenario, even an experienced operational team seems to be having trouble operating a project. Besides this, stakeholders were happy at the end of the project, which also hints that the project manager and the team must have handled both risks and quality well. This is a good hint that there must have been a lack of knowledge transfer from the project team to the operations team, which is why the operating team is unable to effectively perform the operational work.

Question 78:
Larry is the project manager and in his team there are 4 members with varying skills and competencies. David is an experienced worker and he has been doing really good in his area of work. Allen is a fresher worker and he too has been doing really well in his area of work. Lina is an experienced worker and she seems to be making frequent mistakes sometimes even repeating the same mistakes. Emily is an experienced worker but she is doing what she is supposed to do in her role. How should Larry approach when it comes to managing such a team?

A. Larry need to provide more intensive oversight to David and Allen compared to Lina and Emily
B. Larry need to provide more intensive oversight to Lina compared to David, Emily and Allen
C. Larry should not discriminate between the team members and he he should treat all 4 - David , Allen, Lina and Emily in a same way
D. Larry need to provide more intensive oversight to Lina and Emily compared to David and Allen

Answer: B.

Explanation
I hope you weren't confused by the wording of these questions. The PMI PMP Exam might pose a straightforward question or scenario but present it in a lengthy or wordy manner, as in the following question.
The key aspect to focus on in this scenario is that three people are performing well, while one is not. The person displaying lower skills requires more intensive oversight from the project manager, and in this case, that person is Lina. As a project manager, your leadership style should adapt to the maturity level of the team member or the team as a whole.

Question 79:
The road construction project work is lagging behind a schedule. Still 200 meter long road is to be constructed with custom concrete material, and only 10 days are remaining to meet this milestone. Currently, 4 people are working on this road construction project and they, on average, finish a 15 meter long road per day together. Geoff, the PM for the project is thinking of how he will meet this milestone.
What should Geoff try in the above scenario?

A. Geoff can ask 4 people who are currently working in the project to overtime for next few days to speed up the road construction project work
B. Geoff can add more people with requisite skills into the project to speed up the road construction project work
C. Geoff can add auxiliary team with requisite skills and pay them to speed up the road construction project work
D. Geoff should inform the stakeholders that with the current team composition, it is not possible to meet the milestone

Answer: A, B, C.

Explanation

One of the goals of the project manager is to ensure that the project milestones are met. As a project manager, you should do everything within your capacity to ensure that the project milestones are achieved. In the above scenario, it is clear that because the project is falling behind, there could be a possibility of:

1. Adding additional people to the team.
2. Asking the existing team to work overtime for a few days.
3. Hiring an additional temporary team by paying them.

Please note that none of the above three can be considered best practices or recommendations. The scenario is not inquiring whether adding more people or requiring overtime is good or bad. The project manager is merely exploring options to reach the milestones. There are disadvantages associated with the proposed options, such as a potential decrease in team morale if they work overtime frequently. However, the exam may test your knowledge of these options to see if you are aware that these options exist and can apply them in an appropriate situation.

Question 80:

The IoT-based project has finished its second phase and Trinity, the project manager of the project, wanted to understand the satisfaction level of the project's stakeholders. The stakeholders of this project are both internal and external - spread across multiple geographies and continents and there are about 950+ key stakeholders. What approach should Trinity take to understand the satisfaction level of the project's stakeholders?

A. Trinity should hold a phase gate review meeting with her project stakeholders to understand the satisfaction level of the project's stakeholders.

B. Trinity should conduct a survey with these stakeholders to understand the satisfaction level of the project's stakeholders.

C. Trinity should do a 1-on-1 meet with her project stakeholders to understand the satisfaction level of the project's stakeholders.

D. None of these approaches work because the size of the stakeholders is too large - about 950+

Answer: B.

Explanation

Stakeholder surveys are a questionnaire-based quantitative tool, most often used by projects or organizations to enhance their understanding of the knowledge, attitudes, perceptions, interests, and experiences of their stakeholders, both internal and external.

Some large projects could have a very large set of project stakeholders, and one of the recommended approaches to understanding the satisfaction level of the project's stakeholders is to conduct a survey.

Question 81:

You and your team are working in a transport domain where the product is creating windows using Aluminum for 4-wheelers. These 4 wheeler vehicles are used for both

public and private transport. You are working as a project manager on this project and you and the project sponsor need to come up with a clear understanding of what is meant by success for this project. Which of the following will define the "success" for the project?

A. The project should deliver at least 5 times or more than benefit-cost ratio (BCR) - so 5 * BCR
B. The project should meet the scope, schedule and the budget objectives
C. The project should deliver "above target" - in triple-constraint, scope, schedule and cost
D. The project should deliver the business value and the outcomes, as expected by the project stakeholders

Answer: B, D.

Explanation
While the definition of success for each project will surely differ, there are some common objectives that a project should meet to be called a success. As a project manager, you should work closely with the project sponsor, project management, and leadership to develop your own definition of success for this project.
In general, a project is considered a success if it meets the scope, schedule, and budget objectives, and also delivers the expected business value and outcomes as anticipated by the project stakeholders.
The other two options mentioned in the scenario can also serve as definitions of success for project teams, depending on the project context. However, they are not always universally applicable to every project.

Question 82:
The team who worked on a mobile app to book an auto is showing a demo to their customers. There are 5 customers who after seeing every feature in the app are "voting" to decide if the feature is meeting the requirement. And if 3 out of 5 agree that the feature is meeting the requirement - that feature is marked as complete. Which of the below options best describe what is happening in the above scenario?

A. This is "scope validation" - the team is using decision making technique of "consensus" to reach the conclusion
B. This is "scope validation" - the team is using decision making technique of "voting" to reach the conclusion
C. This is "scope creep" - the team is using decision making technique of "dot voting" to reach the conclusion
D. This is "scope validation" - the team is using decision making technique of "dot voting" to reach the conclusion

Answer: B.

Explanation

You may not have seen this being used in your organization, but there are a few companies that may use techniques as described in the above scenario to "validate the scope." The idea is pretty simple: to mark a deliverable as complete, each member votes, and deliverables are approved based on the "majority" votes.

Question 83:
The project goes through multiple phases during its life cycle. John, the project sponsor has asked you to share activities done in each phase of the project. Which of the following correctly shows the activities done in each phase of the project that you should share with John?

A. Develop a work breakdown structure or WBS - Project execution
B. Develop a milestone schedule - Project closure
C. Develop a project charter - Project execution
D. Validate project deliverable readiness for transition to operations team - Project closure

Answer: D.

Explanation
Project management can be broadly divided into five phases:

- Initiation
- Planning
- Execution
- Monitoring & Control
- Project Closure

The project charter is developed during the "initiation" phase, while the milestone schedule and Work Breakdown Structure (WBS) are created during the "planning" phase. Validation of project deliverables' readiness for transition to the operations team is performed during the "Project Closure" phase. Hence, this is the only correctly matching choice in the above case.

Please note that in the real PMP Exam, you may need to use a "drag and drop" interface to match the choices, but I'm including questions like these to help you practice for such scenarios in the actual PMP Exam.

Question 84:
The agile adoption has been 1 of the goals of Skill Valley Inc. and this organization has now fully adapted agile ways of executing the projects from next quarters. Skill Valley Inc. typically works with their clients from countries like South Korea and Japan and the project on which the teams work is high risk, with significant uncertainty & the project scope is not always clear to the team during the initial phase of the project. What strategy should Skill Valley Inc. use regarding the project requirement to deliver the project successfully?

A. Skill Valley Inc. project team should build and review prototypes in order to refine the requirements and get the feedback from the appropriate stakeholders.

B. Skill Valley Inc. project team should spend less time on defining & agreeing on the scope during the early stage of the project to avoid a scope creep and rework later
C. Skill Valley Inc. project team should spend more time on defining & agreeing on the scope during the early stage of the project to avoid a scope creep and rework later
D. Skill Valley Inc. project team should work with appropriate stakeholders and collect as many project requirements as they can from these stakeholders, to avoid a scope creep and rework later

Answer: A.

Explanation
For a project with high risks and a lot of uncertainty, especially concerning the project requirements, the recommended approach is to "build and review prototypes in order to refine the requirements and receive feedback from the appropriate stakeholders."
As a result, the project's scope, which was somewhat unclear at the start, begins to be defined and refined throughout the project.
The option that suggests, "Skill Valley Inc. project team should spend less time defining and agreeing on the scope during the early stages of the project to avoid scope creep and rework later," while correct in principle, does not recommend what the team should do to deliver the project successfully for such projects.
Spending more time during planning is not very helpful because, as mentioned in the scenario, the project has significant uncertainty, and things are likely to change as the team starts working on project execution, making upfront planning less valuable.
Also, collecting as many requirements from all appropriate stakeholders is a good practice in itself and probably should be followed. However, this option does not mention "building and reviewing" any prototypes to refine the requirements and get feedback from the appropriate stakeholders. Hence, it is not the best choice.

Question 85:
Jacob is a PMI Certified project manager, most of his projects are in healthcare domains in the last few years. His current project too is a healthcare project. He is working on identifying the business value that his new healthcare project has. Which one of the following is LEAST useful to use in the above scenario?

A. CPI
B. NPV
C. ROI
D. Cost-benefit Ratio

Answer: A.

Explanation
The Cost Performance Index, or CPI, is not a metric for measuring the business value of a project. Instead, it is used by project teams to determine how efficiently the project work is being performed as of the current date, in relation to the budgeted cost of the work.
On the other hand, three other metrics - NPV, ROI, and Cost-Benefit Ratio - can be employed to assess the business value of a project. Therefore, CPI is the least useful in the context

mentioned above.

Question 86:
Kiran is a project manager and his team works on agile-based project delivery. Their agile team consists of T-shaped skill people and a few SMEs too. This team works in a product development company who produces mechanical parts for the 2-wheelers which are to be sold in India, and Asia-pacific. One of the goals Kiran's team has set itself is rapid product development. How rapid product development can be useful to the agile team?

A. Rapid product development allows agile teams to deliver value in lowest possible cost to the customer
B. Rapid product development allows agile teams to deliver value with a well-defined and a limited scope to the customer.
C. Rapid product development allows agile teams to deliver value in shortest possible time frame to the customer
D. Rapid product development allows agile teams to get the feedback from the customer about their product which helps them do the necessary adjustments based on the feedback.

Answer: D.

Explanation
Rapid product development (RPD) is a method of creation that allows project teams to prove their concept and bring items to market faster. It offers many advantages that bear consideration for those who may be starting with limited funds or a short timeline.
With rapid product development, they can bring better products to the market and gain competitive advantages.
The real value of using Rapid product development (RPD) is in the feedback loop - that is, the teams build a product and hand it over to customers, and based on the "real" feedback from the customers, they make necessary adjustments to the product, thus making it more useful.
Rapid product development (RPD) eventually helps save costs and may help organizations deliver products sooner to the market. The feedback loop that it offers is really useful for an agile team to "discover" their products and make improvements based on real customer feedback.

Question 87:
Brett is working as a servant leader in an Australian shoe making company. This company has highly skilled workers but this company has a limited number of such high-skill workers who are working on Brett's project. Shane is another project manager who has been reaching out to these high-skill workers and trying to get a few work items of Shane's project to be completed by these high-skill workers. Brett came to know about this whole situation last week. Which of the following skills should Brett now display in the above situation?

A. Stewardship
B. Transparency

C. Diversion shield
D. Shared ownership

Answer: C.

Explanation
One of the key skills a servant leader, Brett, can display is shielding the team from diversion. Since those skilled workers are already allocated and are working on Brett's project, it is imperative for Brett, as a servant leader, to ensure that the focus of his project team members doesn't get diverted due to interference from other projects.

Question 88:
Your organization is about to start a project in the healthcare domain, in the USA. Your role will be that of a project manager. Beside the usual project management work such as scope, cost and schedule management - which of the following is your responsibility as a project manager in this project?

A. Help secure resources needed for the project
B. Build the product increments, using agile or traditional/waterfall practices and processes.
C. Plan and manage project compliance
D. Serve as the project’s main advocate within the organization

Answer: C.

Explanation
This question tests your understanding of a project manager's area of influence. Since this project is in the healthcare domain, one of the key responsibilities of the project manager in such projects would be to plan and manage project compliance. The other two options - helping secure resources needed for the project and serving as the project's main advocate within the organization - belong to the project sponsor. It is the development team that builds the product increments, using agile or traditional/waterfall practices and processes.

Question 89:
You are going to fully take over the new project from next week. The previous project manager was a PMP-certified and an experienced project manager and he has rightfully created multiple project artifacts during the planning phase. The one project artifact you are looking for is the 1 in which you can see the details of stakeholders who should be consulted, informed, responsible or accountable for various project activities. Which one of the below is the right one to be used?

A. Stakeholder engagement assessment matrix
B. RACI chart
C. Stakeholder register
D. Stakeholder responsibility assessment matrix

Answer: B.

Explanation
There are several tools and project artifacts used in real-life projects, and many of these are also relevant to the PMP exam. Therefore, you should be familiar with their usage and know which one to use in a given scenario. A RACI chart, which is a form of a Responsibility Assignment Matrix, also known as a RACI matrix or Linear Responsibility Chart, describes the participation of various roles in completing tasks or deliverables for a project or business process.
RACI is an acronym derived from the four key responsibilities most typically used: Responsible, Accountable, Consulted, and Informed.

Question 90:
In the past few months there have been at least 5 instances that needed an escalation that came up during the project execution. The project team seems to be unsure who should act upon these escalations. Since no action is taken on these previous escalations the team is confused and worried about what will happen if they face another escalation in future. What should the project manager do to help the team in the above situation?

A. The project manager should add an entry lessons learned register and share the it with PMO to ensure learning of this project are recorded to avoid reoccurrence of the same in future projects
B. The project manager should establish project governance structure, determine appropriate governance for a project & define an escalation path
C. The project manager should add an entry into RAID (Risks, Actions, Issues and Decisions) log about these escalations and should discuss with project sponsor about these escalations
D. The project manager should add an entry into RAID (Risks, Actions, Issues and Decisions) log about these escalations and should discuss with functional manager about these escalations

Answer: B.

Explanation
In the given scenario, it is clear that there is a lack of clarity around who should handle the "escalations," which is a vague but quite a common term used in day-to-day projects. You will most likely encounter many such terms during your PMP exam, as they are used in day-to-day project management.
In general, when you encounter a question like this, look for an option that addresses the root cause and an option that the project manager needs to take to fix the issue.
In the above scenario, two options mention discussing this situation with the functional manager and project sponsor. These are not relevant here. The project manager needs to establish a project governance structure, define escalation paths and thresholds, and ensure the project team is aware of them.
Also, adding these issues to "lessons learned" is fine to avoid a recurrence of the same in future projects, but the project team has to ensure they address these concerns in the current project.

Hence, the correct choice is to establish a project governance structure, determine appropriate governance for a project, and define an escalation path.

Question 91:
The Agile team is formed with 8 members each of them has cross-functional skills. This team is supposed to develop complex interpreter design solutions. The top management has a lot of expectations from this team because if this team delivers a successful solution it will open an opportunity for more work in the future in the niche domain of interpreter designing and hence the team performance is very closely monitored by the top/senior leadership and key stakeholders of the company. For such a team who should decide which task on the project will be done by whom?

A. As this project is super important for the future of the company, a PMO should be formed and the members of the PMO should define who will do what
B. As this project is super important for the future of the company, a steering committee should be formed and the members of this steering committee should define who will do what
C. As this project is super important for the future of the company, a combination of project manager and solution architect should define who will do what with solution architect himself working as an Individual contributor or in the IC role in the project team
D. No one but the team themselves should define who will do what

Answer: D.

Explanation
There is a good chance that if you are not from an agile background or an agile mindset, you may not fully agree with the choice marked as "correct" for the above scenario.
With Agile, the responsibility to deliver the project successfully rests with the entire team and not just with the project manager or the project sponsor. As such, the Agile project team should be autonomous and self-sufficient, and they should be allowed to decide who will do what on the project.
Indeed, Agile encourages self-managing teams, where the team members decide who will perform the work on which tasks.

Question 92:
As an experienced project manager, Bill knows that some stakeholders' engagement is key to the project success and that all the stakeholders expect a form of satisfaction from a performing organization. How should Bill go about stakeholder prioritization?

A. Bill should focus on treating all the stakeholders equally without any discrimination
B. Bill should focus on those stakeholders with least power and most interest in the project
C. Bill should focus on those stakeholders with most power and most interest in the project
D. Bill should focus on external stakeholders for most of the time and less on internal stakeholders.

Answer: C.

Explanation
Given that there are large numbers and types of stakeholders, how do project managers balance the stakeholder prioritization?
Ethically, no group should be treated better than another, and the project manager should respond to as many stakeholders as possible. However, time and resource limitations require organizations & PM to prioritize as stakeholder needs rise and fall.
One of the most common ways to go about stakeholder prioritization is to focus on those stakeholders with the most power and most interest in the project.

Question 93:
Uma is relatively new at her role as a product manager. Ganesh, is an agile project manager working with Uma on the same team from Chennai, India office. After a few days of working Ganesh noticed that Uma is not able to come up with clear product requirements which are aligned to the product vision. Using which of the following can Ganesh help Uma develop clear product requirements which are aligned to the product vision?

A. Project pre-mortem
B. Pervasive testing
C. Sail boat
D. Impact mapping

Answer: D.

Explanation
Whenever you come across the term "unclear requirements" think of the techniques that can be applied to make it easy for the product owner or product managers to define those requirements which are 1. clear requirements and 2. aligned to the product vision.
1 such technique is impact mapping in agile.
Impact Mapping is a graphic strategy planning method to decide which features to build into a product.

Question 94:
Julia is a project manager working on a large, multi-year, high profile project. While there are few good milestones that the project team was able to successfully reach on-time and with good quality, there are few milestones the team missed too. The project sponsor has asked Julia to work with the project team appropriately and has asked to avoid missing the upcoming critical project milestones. What should Julia do?

A. Julia should give negative feedback to the team - this will spark the fire in the team to do well for the future & she should also ask them to focus now on how to avoid missing the upcoming critical project milestones.
B. Julia should determine appropriate feedback approach - she should give both positive and negative feedback, stick to the actual facts and should not get emotional while conveying the feedback to the team

C. Julia should give positive feedback to motivate the team & ask them to focus now on how to avoid missing the upcoming critical project milestones.
D. Julia should determine appropriate feedback approach - she should give both positive and negative feedback, stick to the actual facts and should use emotional appeal while conveying the feedback to the team

Answer: B.

Explanation
Project feedback is an incredibly powerful tool that should be used to the project manager's advantage to deliver a successful project. Providing effective feedback to project team members in a timely manner will minimize poor performance and maximize desired performance early.
Delivering feedback, especially for project managers, is a hard thing to do, but absolutely necessary.
In the above scenario, only sharing positive or negative feedback is not the right way. Instead, Julia should should determine appropriate feedback approach, which include both positive and negative feedback
Also, she should stick to the actual facts and should not get emotional while conveying the feedback to the team - Calmness conveys confidence and seriousness to the message.

https://www.pmi.org/learning/library/provide-feedback-project-team-members-7323

Question 95:
Mohammed is a project manager in an oil company in Saudi Arabia. He has just finished one of the initial project meetings for his upcoming project. This meeting lasted for about 50 minutes and at the end of it Mohammed realized that there were quite a few key project stakeholders present in that meeting. Mohammed sent the MoM or minutes of meeting over an email to each of the stakeholders who attended the meeting. What form of communication Mohammed used when he sent minutes of meeting as an email?

A. Two-way, push communication
B. Two-way, pull communication
C. One-way, pull communication
D. One-way, push communication

Answer: D.

Explanation
Communication such as an email or status report - is an example of one-way push communication.
This kind of communication should be used when the recipients need the information but it does not require an immediate response and the communication is non-urgent or sensitive in nature.

Question 96:

Ben is a project manager. Him and Belinda, who is an executive in senior management in the organization are talking over a coffee in a restaurant. This is an unplanned meet but both felt that since they have some free time, they started the project related discussion. It is an example of ____________ and ____________ communication. Fill in the 2 blanks above with correct words from the below options.

A. Horizontal and Informal
B. Upward and Informal
C. Upward and Formal
D. Downward and Formal

Answer: B.

Explanation
In the above scenario, Ben is having an ad hoc discussion with Belinda. Since this is an ad hoc discussion it is a form of "informal" communication. And if you consider the position of the 2 people involved in the discussion, Ben being a project manager & Belinda being a part of the senior management group, this is clearly upward communication.

Question 97:
After the failure of using traditional project management approaches to deliver the project, the rubber stamp making company in the Asia-Pacific region has decided to try Agile approaches. They hired you as an Agile project manager and asked you to do whatever to have the team start using agile. Which of the following is the most important thing you should do?

A. Focus on creating a safe work environment
B. Develop a reward and recognition system based on individual excellence
C. Focus on team, hire and keep I-shaped individuals
D. Focus on team, hire and keep T-shaped individuals

Answer: A.

Explanation
Creating an environment of safety - especially when a team is migrating from other methodologies to agile is one of the most important things as an agile practitioner you should do.
Only in a safe, open and transparent environment can team members and leaders truly express their views and opinions without the fear of any negative consequences.
When the team feels safe, they're able to articulate their concerns without the distress of negative reactions.
For example, when conducting story estimation, it can be tempting to fall into groupthink and just agree with everyone else. The consensus may be that the story is 5 points. However, one individual may feel that the story is much larger based on previous experience with similar types of work.
Only in a safe, open and transparent environment , the individual communicates their opinion without hesitation. The rest of the team may not agree, and the team may ultimately decide to

proceed with the 5-point estimate. The point is that the individual was heard, and a discussion occurred.
While having T-shaped individuals is good for agile project - this is not a most important priority especially when team is migrating from other methodologies to agile
Also, I-shaped skills and rewarding individual excellence are not recommended when adapting agile.

Question 98:

Venkat has resigned and will be leaving his organization in 2-weeks. His organization has hired a new project manager named Arjun, to whom Venkat needs to pass on the key project information. Arjun, the new PM has asked Venkat to share the details of total scope of work. Which project artifacts should Venkat share?

A. Project charter
B. Work breakdown structure or WBS
C. Project management plan
D. Definition of done or DoD

Answer: B.

Explanation
Trust you got this right - as project manager you should know that the tool to look for to know the project scope - when you join a new project is a WBS or Work breakdown structure.
The Work Breakdown Structure (WBS) is developed to establish a common understanding of project scope. It is a hierarchical description of the work that must be done to complete the deliverables of a project.

Question 99:

The IoT project on which your team is working is super critical for your organization. The current team size is around 50. When you began to hire the people on "contract" for this project - your hiring request was rejected by the HR Department. When you asked about it to the HR Department - they told you that as per the Organization's policy, no contract worker is allowed to be part of a team whose team size is more than 20. It's an example of which of the following?

A. OPA
B. Triple constraint
C. Project risk
D. DSDM

Answer: A.

Explanation
In the above scenario, the policy set by the Organization is in play here.
Organizational project asset - or OPA, includes the policies which are specific to the performing organization and hence it is the correct choice.

Question 100:

When you joined your new organization, within a week you realized that there is a lack of focus on project management when executing the project. As a certified PMI PMP - you know the enormous value of proper project management. Your leadership team agrees with you and asked you to bring the necessary changes in the organization. Which of the following should you avoid to achieve the above objective?

A. Use a systematic approach to stakeholder engagement
B. Assess organizational culture & evaluate impact of the project to the organization and determine required actions
C. Evaluate impact of organizational change to project and determine required actions
D. Use a systematic approach to bring the changes as soon as possible in shortest time to ensure organization effective in shortest possible time

Answer: D.

Explanation
The thing to avoid is obvious - attempting to bring in too many changes in the shortest possible time can lead to change fatigue and may also lead to resistance to these changes.

Question 101:
The nano-technology based project is in complete chaos. There seems to be no clarity within the team on project requirements and they don't seem to be reaching a consensus on any topic on how to approach developing deliverables. Since this nano-technology domain is new for almost all of the project team, it is taking more time for them to implement features. On top of it, the client has set a very tight schedule to launch this project. What kind of leadership style a project manager should take in the above scenario to create clarity?

A. Democratic
B. Directive
C. Participative
D. Laissez-faire

Answer: B.

Explanation
In the moment of chaos, such as mentioned in the above scenario - Directive action can create more clarity. Hence a project manager should adapt a directive leadership style.
Of course there is no 100% guarantee that adapting the directive leadership style will address all the issues mentioned in the above scenario but at least the directive leadership style can bring in a sense of clarity and momentum which is needed in the above chaotic situation.

Question 102:
Despite spending the last 2 weeks discussing and debating, the team is still not sure whether to develop the firmware code needed for the IoT appliance project within the organization or to outsource it and get it delivered by the external team. Which of the following analysis can help the team in decision making for the above scenario?

A. Trend analysis
B. Cost-benefit analysis
C. Root cause analysis
D. Make-or-buy analysis

Answer: D.

Explanation
The PMP exam expects that you should have the basic knowledge of the procurement process. In the real world you may or may not be involved in the project procurement process but for the PMP exam you should know some basic details about the procurement process.
Project procurement is the process of obtaining goods, supplies, services which are required for the successful completion of the project. Therefore, project procurement processes focus on obtaining all of the materials and services required for the project.
Project procurement can happen anytime during the project life cycle. Once the high level project scope is known, the project team can perform make or buy analysis - it is an act of selecting between making a product in-house, within an organization or purchasing/outsource it from an external supplier.

- Root cause analysis is used to find the root cause of an issue. Not much useful in the above scenario.
- Cost benefit analysis is used to evaluate the cost versus the benefits in your project proposal and business case. This is not useful in deciding whether to develop the firmware code needed for the IoT appliance project within the organization or to outsource it and get it delivered by the external team.
- Trend analysis is a mathematical technique that uses historical results to predict future outcome - again not useful in deciding whether to develop the firmware code needed for the IoT appliance project within the organization or to outsource it and get it delivered by the external team.

Question 103:
You work in a manufacturing company who develops bicycle parts. The new project is about to begin and you and your project team are working on identifying the various enterprise environment factors or EEF. Which of one of the following is true regarding enterprise environment factors or EEF?

A. Enterprise environment factors or EEF may enhance the project management options
B. Enterprise environment factors or EEF are always external to the performing organization
C. Enterprise environment factors or EEF are not under the control of project team
D. Enterprise environment factors or EEF may put constraint or restrictions on the project management options

Answer: A, C, D.

Explanation

Enterprise environment factors, or EEF, include all of the conditions and systems that are not under the control of the project team and that influence, constrain, or direct the work of the project.
This includes things such as the existing internal and external infrastructure, computer systems, networks, and software, naturally occurring phenomena (not just the climate), and legislation that exist both inside and outside of the organization and will affect the way you manage your project.
In the above scenario, the option that says enterprise environment factors, or EEFs, are always external to the performing organization is not true because EEFs can be internal too, such as internal infrastructure, computer systems, networks, software, etc. used by the performing organization.

Question 104:
Ramesh is a project manager in one of the MNC working out of Mumbai, India. His company had recently adapted the agile delivery model and decided to deliver projects executed in the next quarter using agile based teams and delivery approach.
While forming the team for agile delivery, which of the following Ramesh as an agile project manager should focus on?

A. Agile optimizes the flow of value & prefers individuals and interactions over processes and tools - and hence Ramesh should focus on how the people are managed in a most cost effective way
B. Agile optimizes the flow of value & prefers individuals and interactions over processes and tools - and hence Ramesh should focus on how the people are "billed" to the customers in a most transparent way
C. Agile optimizes the flow of value & prefers individuals and interactions over processes and tools - and hence Ramesh should focus on how the people are "utilized"
D. Agile optimizes the flow of value & prefers individuals and interactions over processes and tools - and hence Ramesh should focus on emphasizing rapid feature delivery to the customers

Answer: D.

Explanation
The 1st part of all the options is correct - Agile optimizes the flow of value & prefers individuals and interactions over processes and tools - however, the focus of an agile team should be on how they can as a team deliver the rapid feature to the customers.
While agile does focus on value creation - it is not by means of how the people are billed or how people are managed - instead the people in a project team work in collaborative fashion with customers on a daily basis and this way the team tends to finish valuable work faster.

Question 105:
The website project that allows users to find nearest pubs is almost ready for the public launch. However, you as a project manager joined this project last week, as the earlier project manager left the project due to personal reasons. The project sponsor has asked

you to capture the "business value" generated by this project. Which of the following is the right way/approach to capture the "business value" generated by this project?

A. You should examine the business value in the "close" phase of the project - when all the deliverables are done
B. You should examine the business value throughout the project
C. Business value are captured till the overall project's budget cost is fully recovered
D. Business value often continues to be captured long after the project has ended.

Answer: B, D.

Explanation
The projects are often taken up to generate the business value and hence it is imperative to keep an eye on it - essentially

1. You should examine the business value throughout the project and
2. Business value often continues to be captured long after the project has ended.

Just doing it at the "close" phase may mean you will be spending an excess amount even though you found (using various earned value measurements or by other techniques) during the project execution that the project can no longer generate the anticipated business value as outlined in the Business benefit plan.
Or capturing the business only until the overall project's budget cost is fully recovered means you will not know the real monetary and other benefits that the project may be contributing to.

Question 106:
The AI start up's new venture became a hit. And the senior leadership of this start up feels the need of adding the people into project, functional and operation management. Which of the following choices currently describe the responsibilities of each of these management roles?

A.	Functional manager focuses on achieving the project objectives Operational manager focuses on ensuring that business operations are efficient Project manager focuses on providing management oversight for a functional or business unit
B.	Functional manager focuses on ensuring that business operations are efficient Operational manager focuses on providing management oversight for a functional or business unit Project manager focuses on achieving the project objectives
C.	Project manager focuses on achieving the project objectives , ensuring that business operations are efficient and providing management oversight for a functional or business unit Functional manager & Operation manager assist the project manager
D	Functional manager focuses on providing management oversight for a functional or

.	business unit Operational manager focuses on ensuring that business operations are efficient Project manager focuses on achieving the project objectives

Answer: D.

Explanation
As the organization grows in size, it typically needs a more structured and well-defined management hierarchy to effectively manage and execute projects and other organizational business work.
The 3 management roles (project, functional and operation manager) typically found in most organizations have their own responsibilities which are clearly outlined.
While the PMP exam mainly focuses on project management and activities which a project manager has to do, there can be an odd question or two on some of the other roles typically found in most organizations such as functional manager and operation manager.
As per PMBoK guide,

- Functional manager focuses on providing management oversight for a functional or business unit
- Operational manager focuses on ensuring that business operations are efficient
- Project manager focuses on achieving the project objectives

Beside these above key differences, functional managers have direct reports, project managers usually don't.
Functional Managers manage a function within the organization - hence the title. A function is usually a specialist team like hardware, design, testing.

Question 107:
The machine learning project is first of its kind for your team and due to the high-variability environment under which it is being developed, the project team expects the project to incur huge volume of changes and uncertainty resulting in higher project risk. Also due to the current economical situation there is a project cost constraint and budget restrictions. This project uses agile project management approaches for its delivery. Which of the following approaches is most appropriate that the project team can take to manage the project risk?

A. Do a frequent review of work products with appropriate stakeholders
B. Do an extensive iteration planning with appropriate stakeholders
C. Extend the project team by working with the procurement department and hire another auxiliary team to help/support this team - the project risk is shared between these 2 teams now.
D. Form a team of T-shaped skilled people and provide them an open and safe environment to do their work

Answer: A.

Explanation

As an agile project manager you should be able to understand how the project risk management happens in an agile project which usually almost always has a high degree of variability.
It is definitely possible to hire an external team through the procurement process but it is mentioned in the project scenario that there is budget constraint associated with this project so engaging with another project team may not be the right option to reduce the risk
Also simply having a T-shaped skilled development team is not enough and even such a team may also face multiple challenges when dealing with uncertainty.
Extensive planning don't help much if the increment reviews are not made with appropriate stakeholders as the team will not be able to understand whether they are doing/developing is the right thing or not, hence the best strategy that this team can adopt to reduce the risk is by doing frequent reviews of completed work with appropriate stakeholder community and get their feedback.
Due to the frequent review the development team will get the feedback from appropriate stakeholders and can make the necessary changes based on the feedback received to avoid any rework.

Question 108:

For 1 of the strategic projects where you are working as a project manager, you come to know that the 1 of the vendors has paid a bribe to one of the team members of your project team to get an advantage for the bidder conference event that happened in the past month. However, this vendor team is now doing excellent work after being on the project and has exceeded the stakeholder's expectations so far. What should you do out of the options below?

A. Fire the employee - while you cannot control or influence the behavior of a vendor as that may go beyond your authority as a project manager, you can set the right example by firing people who were involved in malpractice such as bribes.
B. Report the bribery incidence - As a project manager it is your responsibility to report unethical or illegal conduct to appropriate management and, if necessary, to those affected by the conduct.
C. Do nothing - As a project manager it is your responsibility to make sure your deliver to or exceeded the stakeholder's expectations in project delivery - and this vendor team is doing it now
D. Do nothing - the event has already happened and the vendor team might have used bribery with their intention only to overcome the fierce competition.

Answer: B.

Explanation
Doing nothing is not ethical here - as a PMI PMP certified person we do not engage in any illegal behavior, such as theft, fraud, corruption, embezzlement, or bribery. As practitioners and representatives of our profession, we do not condone or assist others in engaging in illegal behavior. We report any illegal or unethical conduct.
Also you may not have the authority to fire people - so the correct thing to do in the above scenario is to "Report the bribery incidence - As a project manager it is your responsibility to

report unethical or illegal conduct to appropriate management and, if necessary, to those affected by the conduct."

Question 109:
There is a 2-wheeler rotor making company in Texas, USA which has been growing ever since it was established 3.5 years ago. The company leadership is hoping to double the rotor manufacturing capacity and hence asked your advice on what should be the approach. Which of the following should you advise which can help in the above scenario?

A. Hire a virtual team - consist of people with required skills but who work in different shifts hours
B. Hire a team of Subject matter experts or SMEs only.
C. Since these SMEs are have the necessary expertise, they can help double the rotor manufacturing capacity via their expert decision making
D. Apply the principles from McClelland's theory and motivate the existing team to work harder to help double the rotor manufacturing capacity
E. Apply the principles from Maslow's theory and motivate the existing team to work harder to help double the rotor manufacturing capacity

Answer: A.

Explanation
A virtual team or a remote team usually refers to a group of individuals who work together from different geographic locations.
As a project manager, you should have the skills to know in what circumstances having a virtual team or a remote team could be useful.
In the above scenario, simply motivating an existing team or hiring SMEs may sound unrealistic. Asking the team to work harder/longer may not be sustainable in the long run. Also, just having a bunch of SMEs may not guarantee that they will help double the rotor manufacturing capacity.
So the most practical/realistic approach would be to hire a virtual team - consisting of people with required skills but who work in different shifts hours and thus your company can hopefully double the rotor manufacturing capacity as 2 teams (instead of just 1) are now working on the rotor manufacturing.

Question 110:
Neil is a newly certified PMP. One of his office mates asks Neil about the difference between definable work and high uncertainty work. Which one of the below should be Neil's reply?

A.	The production domain and processes involved in definable work are usually NOT well understood and the risks are higher. The production domain and processes involved in high uncertainty work are usually exploratory and the risks are higher.
B	The production domain and processes involved in definable work are usually NOT well

.	understood and the risks are lower. The production domain and processes involved in high uncertainty work are usually exploratory and the risks are higher.
C.	The production domain and processes involved in definable work are usually well understood and the risks are higher. The production domain and processes involved in high uncertainty work are usually exploratory and the risks are higher.
D.	The production domain and processes involved in definable work are usually well understood and the risks are lower. The production domain and processes involved in high uncertainty work are usually exploratory and the risks are higher.

Answer: D.

Explanation
As a project manager one should know the difference between definable work and high-uncertainty work because the approaches to manage such projects vary considerably.
The definable projects are characterized by lower risks and also the production domain and processes involved in definable work are usually well understood and the risks are lower.
For high-uncertainty project work - as the name suggests there is more uncertainty and hence higher risks. Also this kind of work is exploratory in nature.

Question 111:
Donald is a project manager working for cutting-edge Artificial intelligence software development projects. While Donald himself is in the USA his team is mostly a virtual or remote team - with folks from Canada, Germany, Singapore and India. Matthew is a sensor supplier for this team and he works closely with Anja in Germany, who is tech lead in the project. Also Mohan works from India and his office is right next to Shruti who is 1 tester from the customer's team. Being a virtual or remote team - which of the following this team won't be able to take an advantage of?

A. More skilled resources spread across geographies
B. Proximity of team members to each other
C. Proximity of team members with customer team member such as Shruti
D. Proximity of team members with suppliers such as Matthew

Answer: B.

Explanation
While being a virtual or remote team - one can have team members in close proximity with customers or suppliers and can take advantage of having skilled members spread across the world, there is a slight disadvantage too with a virtual or remote team and that is the team members won't be near to each other.

Question 112:

Tom is working as a project manager and he is currently drafting a risk handling approach on his project. The project is strategically important for Tom's organization and hence the senior leadership wanted Tom to follow all the best practices to build a solid risk management plan. Which of the following factors is likely to be highly influential in deciding the risk management strategy?

A. Tools, artifacts and methods used by the project
B. Risk thresholds that reflects the risk appetite of a performing organization and project stakeholders
C. Residual risks
D. Risk register used by the project

Answer: B.

Explanation
All projects are risky as they are unique endeavors that aim to deliver the business benefit. Hence every organization and project manager should aim to build a solid risk management plan.
Perhaps, the most influential factor that can influence the risk management strategy is the risk thresholds that reflect the risk appetite of a performing organization and project stakeholders. Some organizations are risk-averse - Risk aversion is the tendency to avoid risk. For such organizations the risk management strategy will be more cautious.
Few other organizations may want to take more risks and hence the risk management strategy will be more bold for such organizations.
Tools, methods or artifacts such as risk register are not as influential a factor compared to risk appetite of a performing organization and project stakeholders.
Residual risk is just a term that indicates the threat or vulnerability that remains after all risk treatment and remediation efforts have been implemented. Again, it is not as influential a factor compared to the risk appetite of a performing organization and project stakeholders.

Question 113:
Your company is working on an agile project and this project work also involves working with an external vendor team who have capabilities which your internal project team don't currently have. Which of the following is a recommended way regarding contracts/vendor management?

A. People involved in contract take the perspective of master-slave relationship
B. People involved in contract take the shared risk-reward relationship
C. People involved in contract take the perspective of winners vs. losers
D. In Agile - there is no such thing as contracts - instead it is Customer collaboration over contract negotiation.

Answer: B.

Explanation
While agile emphasizes Customer collaboration over contract negotiation - it does not mean there cannot be any contracts in an agile project. In the question scenario - it is mentioned that

the project work involves working with an external vendor team who have the capabilities which your internal project team don't currently have.
For such contracts/vendor management relationships - it is very important that People involved in contracts take the shared risk-reward relationship - where all sides win.

Question 114:
During the standup meeting 3 developers in the team raised 3 impediments. These impediments are beyond the team's ability. Bill, who works as a scrum master, knows that it is his responsibility to remove these identified impediments and help the team move forward. However, there are multiple impediments raised and how should Bill go about resolving these?

A. Bill should ask team members to find a way to resolve these impediments on their own.
B. Bill should add these multiple impediments into the product backlog (PI) and during the sprint planning meeting should ask the product owner to prioritize these
C. Bill should discuss the multiple impediments with the project sponsor and decide what to do with these.
D. Bill should determine which are the critical impediments from these multiple impediments and then should prioritize critical impediments to be resolved first before moving to next.

Answer: D.

Explanation
This question tests both the theoretical & practical knowledge of applying agile and scrum principles in a real world scenario. There will be situations like this when you are working with a team consisting of 5-6 or more developers working on a scrum team. It may happen that multiple of them will raise the impediment which they are facing during the same standup. Since there are multiple impediments the correct approach for the scrum master to take is to first determine which of those impediments are critical to the project, based on criticality of those impediments, scrum master should priorities those impediments and then based on the priority he/she should go about addressing them one by one.
The most critical one should be addressed first. Asking a team to fix these on their own is not the best choice as it is mentioned in the scenario that the impediments are beyond the team's ability. Asking a project sponsor who may not have the full idea of the team's challenges too is not the best choice.
Typically the work items such as new features or enhancements or repair work etc. are added into the product backlog (PI) - not impediments. These are blockers faced by the team and needs an immediate resolution (not have to wait for sprint planning)

Question 115:
After joining the new organization as a project manager, Suhas has attended one of the meetings of his new project team. He saw the project team was verifying if the client, stakeholder or customer has accepted the project deliverables & the team was also validating the readiness of the project outcome for transition into the next stage. Which phase this project is likely to be in?

A. Initiation
B. Planning
C. Project closure
D. Execution

Answer: C.

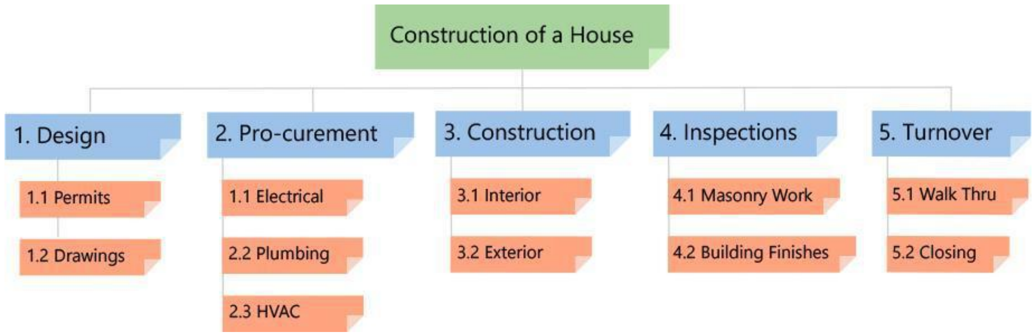
Explanation
Project closure or closeout is the critical last phase in the project management lifecycle.
The importance of project closure is more than just signing off on all documentation, fulfilling any contracts with vendors and releasing the team to participate in other projects.
Project closure or closeout makes sure that the project objectives of the project have been met and clean up any loose ends, such as risk or issues that have remained open.
During project closure, the project team reviews the deliverables, then compares and tests its quality to the intended project outcome. Then they share the project deliverables with the project's client by validating the readiness of the project outcome for transition into the next stage or into operations.

Question 116:
Merry is a new team member who just joined your team. You are working in an analog clock manufacturing company. This company uses a traditional, waterfall style project management approach. For their latest project, you have started to define the scope and are working on WBS. Merry has never heard the term WBS before and asked you to tell her about it. Which of the following correctly describe the WBS?

A.	1. It is hierarchical decomposition of all the risks identified in a project 2. Each level down in the hierarchy represents a lowest risk
B.	1. It is hierarchical decomposition of total scope of work 2. Each level down in the hierarchy represents a greater level of details of the deliverable
C.	1. It is hierarchical decomposition of project's budget 2. Each level down in the hierarchy represents a greater level of details of the deliverable
D.	1. It is hierarchical decomposition of total scope of work 2. Each level down in the hierarchy represents a lower level of details of the deliverable

Answer: B.

Explanation
WBS is a tree-like, hierarchical description of the work that must be done to complete the deliverables of a project. See below the 1 possible example of the WBS.



WBS is all about the project scope - is a hierarchical and incremental decomposition of the project into deliverables, and work packages so choices related budget and risk are incorrect. Also, in WBS each level down in the hierarchy represents a greater level of details of the deliverable. He

Question 117:
So far, the health product project has been going pretty well and in every project review meeting, John who is the PM of this project has received a lot of accolades for his work on project management which has kept this important health product project on-track in terms of all its KPIs or key performance indicators. However, looking at the worsening market conditions and economics, the senior management leadership of the organization wanted John to forecast the project's future for upcoming quarters, in a quantitative manner. Which of the following should John use for the above scenario?

A. CPI or cost performance index
B. Schedule variance
C. Estimate at Completion or EAC
D. SPI or schedule performance index
E. Cost Variance
F. Estimate to complete or ETC

Answer: C, F.

Explanation
Forecasting in a project is the process of making predictions of the possible outcomes of a project. These project forecasts are made through the analysis of historical project data as well as predicted future performances.
The main aim of forecasting is to predict possible outcomes, reduce project risk, and increase the chances of project success - an adequate amount of data is necessary during project forecasting. Ideally, you begin forecasting when the project is at least 20% complete.
In above scenario - since a project manager is expected to forecast the project's future for upcoming quarters, in a quantitative manner - the right choice is to use Estimate to complete or ETC and Estimate at Completion or EAC
The other metrics can give information about the current status of the project in terms of cost and schedule but less useful about the forecast of the project's future for upcoming quarters

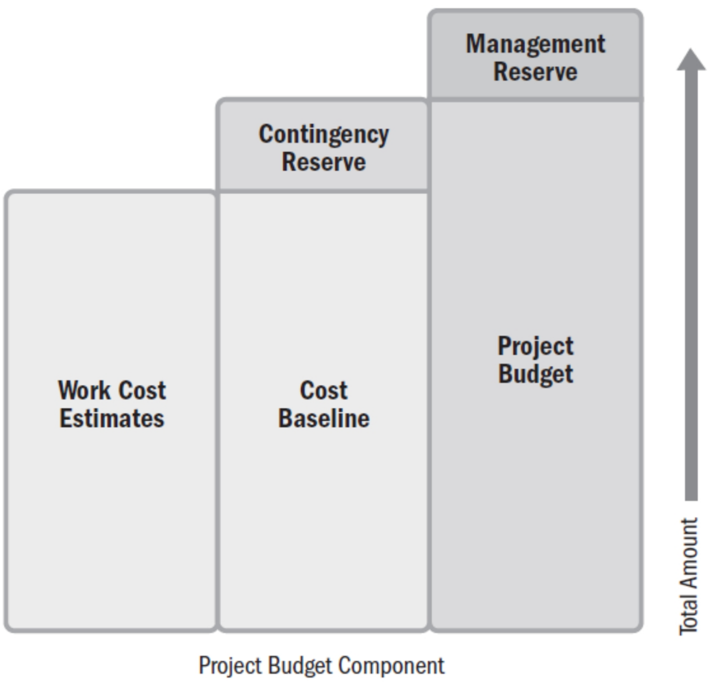
Question 118:

Last week, Rajesh and his project team finished budgeting for their project. The project team has created multiple budget components such as cost baseline, project budget, reserve information such as contingency and management reserves etc. Which of these components typically will be the biggest/largest component?

A. Cost baseline
B. Contingency reserve
C. Management reserves
D. Project budget

Answer: D.

Explanation
Cost baseline and project budget can be confusing if not paid attention to.
Refer below picture to get an idea about multiple budget components such as cost baseline, project budget, reserve information such as contingency and management reserves etc.



So the project budget - that includes cost baseline + contingency reserve is perhaps the biggest/largest component

Question 119:
From the past 3 iterations now, during every iteration review meeting, when the development team is showing the progress made by them in the past iteration, the key project stakeholders are finding that there are many gaps in the expected outcome of delivery. This is obviously not good and as an agile project manager you want this to be corrected as soon as possible. Which agile principle can help this team to bridge the gap between what is expected and what is delivered and fulfill the expectations of project stakeholders?

A. Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage
B. Working software is the primary measure of progress
C. Business people and developers must work together daily throughout the project
D. Continuous attention to technical excellence and good design enhances agility.

Answer: C.

Explanation
Even if you are not familiar with Agile but have experience working with multiple project development teams, one of the most common reasons why there will always be a gap in what is expected and what is delivered is when the business or marketing team does not work closely with the development team - daily.
In the given situation, it seems like whatever stakeholders are expecting is not being delivered by the project team. And 1 of the potential causes for such a scenario in a real-world project is when the 2 teams - business team and the development team - don't work together on a daily basis and thus creating these "gaps" in the delivery.

Question 120:
The podcast creating app became a superhit after its launch during covid-19 time. The project team behind this app is a nimble, agile team of about 5 people with cross-skills to develop a functioning app. The new project on which this team is working is about adding 5 new features which are most demanded by the customers of this app. To fulfill this demand, the team is working on an iteration based agile development project. The project sponsor wanted to know when the project to finish those 5 features will be complete. As an agile team, what metrics should the team use to forecast the project completion date?

A. Team Velocity which indicates effort estimates associated with user stories that were completed during an iteration.
B. Agile teams cannot & should not forecast the project completion dates using any of the project metrics - agile embrace changing requirements and hence team cannot be tied or commit to any fixed dates or schedule
C. TCPI or To-complete performance index
D. CPI metrics from EVM calculation

Answer: A.

Explanation
Using team's velocity - which is a measure of average stories or story points completed by the team per iteration, the team can provide the forecast on when the project can be completed.
As an example, if the team is finishing 50 user stories per iteration and there are 500 story points still remaining, then by simple calculation based on the team's velocity, the team can forecast that it will take 10 more iterations for them to finish the remaining 500 story points.
In essence, velocity in agile offers agile teams a way of calculating how fast they're getting work done, and as a result, how many sprints will be required to complete the future work.

CPI & TCPI won't help much in forecasting the "remaining work" as both these metrics are project's cost related and not schedule related.
Also, it is true that an agile team embraces the changing requirements and hence the team cannot be tied or committed to any fixed dates or schedule - it is still possible for the team using team velocity to provide a forecast - based on previous iterations - for a possible project or work completion date.

Question 121:
You being a technology person was always interested in a machine learning field albeit without experience in the machine learning domain. There is a new project which is about to start in your company which is based on machine learning and your boss has asked you if you would like to accept this assignment. The PM is expected to have machine learning domain knowledge for this position. Which of the following should be your reply/response?

A. Accept the assignment - but tell your boss that you don't have any prior experience in the machine learning domain.
B. Accept the assignment - without telling your boss that you don't have any prior experience in the machine learning domain. Start taking classes to learn more on machine learning before the project starts so that you will be in position to understand the details of the machine learning domain.
C. Accept the assignment - but tell your boss that you don't have any prior experience in the machine learning domain. Also, Start taking classes to learn more on machine learning before the project starts so that you will be in a position to understand the details of the machine learning domain. Keep your boss up to date on the progress of your learnings by having weekly sync ups
D. Reject the assignment - tell your boss that you don't have any prior experience in the machine learning domain and hence reject this assignment which is not consistent with your background, experience, skills, and qualifications.

Answer: D.

Explanation
As per PMI Code of Ethics and Professional Conduct - We accept only those assignments that are consistent with our background, experience, skills, and qualifications.
In the above scenario - PM is expected to have machine learning domain knowledge for this position.
Hence the most ethical behavior is to Reject the assignment - & tell your boss that you don't have any prior experience in the machine learning domain and hence reject this assignment which is not consistent with your background, experience, skills, and qualifications.

Question 122:
John works as a project manager in an American company. John is new to agile but has vast experience in traditional project management delivery. When he started the work on his new project in his company, he found that about 50% of the staff allocated to the project work was part-time. The staff is highly skilled and has delivered the expected

outcomes in previous work assignments. The deadline to deliver the project is stringent however, the cost/budget is not a constraint. Given the above scenario, what should be John's strategy for a successful project completion?

A. John should highlight a part-timed staff allocation as an issue and should explore the options to handle this issue.
B. While it is ideal to get 100% dedicated team members, practically it is not always possible. So John should accept the realities and should not raise or flag this
C. John should highlight a part-timed staff allocation as project risk and should explore the options to handle this risk.
D. John should embrace the challenge of working with a shared staff and work closely with them. John should use emotional intelligence and collaborate more often with the shared staff and motivate them to work overtime if needed to finish the project successfully.

Answer: C.

Explanation
Part-time staff or shared resources creates project risks. Remember there is a difference between risk and an issue - the key difference is an "issue" already has occurred and a "risk" is a potential issue that may or may not happen and can impact the project positively or negatively.
In the above scenario, since John has just started with the project, he cannot be sure if the part-time workers are causing any negative impact on the project - so this is still a risk.
Also, not raising this as a "risk" too is incorrect because it certainly has a potential to delay the project deliverables and hence as a project manager you should keep the stakeholders informed about it.
Asking the team to overwork is not recommended as this may lead to staff attrition and not be sustainable. So the correct choice is - John should highlight a part-timed staff allocation as project risk and should explore the options to handle this risk.

Question 123:
Andrea is an experienced project manager, working on both traditional and agile projects. Her new project is to be developed using Scrum. While most of the team members are co-located, 3 people are not with the rest of the team members and they are working from a place where the labor cost is low. Also, the budget allocated to this project is limited and there is an expectation to keep the cost to minimum. So Andrea is thinking about helping the team bridge any communication gap when they start the project work. Which of the following steps should Andrea take?

A. For remote participants, arrange for them to travel to the place where the rest of the development team is located. Estimate for the travel cost during planning and get the budgetary approvals
B. Identify tools like instant messaging, video conferencing that the team will use
C. With remote participants, consider round robin check-ins to ensure their participation
D. Identify the clear roles in the team and who will lead the meetings

Answer: B, C.

Explanation
Co-location is an ideal choice but on many occasions, co-location may not always be practical. In such situations, where co-location is not feasible - working with dispersed teams can be an alternative. When working with such dispersed teams, it is imperative to identify tools like instant messaging, video conferencing that the team will use - for the smooth and interactive communication.
Also, during the meeting, as a servant leader - you should ensure each participant gets an opportunity to express their views and you can do it by doing a round-robin with each of them Asking them to travel may not be the most cost-effective option and also identifying meeting leaders too is not much helpful as you want to ensure each participant gets an opportunity to express their views.

Question 124:
For the upcoming new work to deliver new headsets using Bluetooth technology, the customer has categorically asked to use an agile approach and form an agile team. You will be the agile project manager for this team. Which one of the following you don't want to be associated with your agile team?

A. The agile team has everything they need to deliver the working product
B. The agile team is self-organizing
C. The agile team is cross-functional
D. The agile team depends on others outside the team

Answer: D.

Explanation
Ideally, your agile team should be self-sustained meaning they don't depend on others outside the team. All, other options are desired in an agile team

Question 125:
Clara is a project manager and she works in a company in Atlanta, USA. Her project is in the execution phase and she and her team are in 1 meeting with the project sponsor and other stakeholders. Below is what Clara saying during this meeting "What if we could provide key features in Phase 1 and address other features of the system in later phases?" Based on the above statement, what do you think Clara is doing?

A. Clara seems to be setting the priority of work items during the meeting with the project stakeholders and imposing her views on them to consider other possible approaches that they may be willing to choose.
B. Clara seems to be floating trial balloons and thus negotiating on what can be done in phase-1 and exploring reactions from the project stakeholders about possible approaches that they may be willing to consider.
C. Clara seems to be gathering the information schedule and code and exploring reactions from the project stakeholders about possible approaches that they may be

willing to consider.

D. Clara seems to be motivating the project stakeholders to get some work done in phase-1 and imposing her views on them to consider other possible approaches that they may be willing to choose.

Answer: B.

Explanation
One of the key skills a project manager should possess is negotiation skills. The results delivered by projects depend upon what you negotiate.
As a project manager you probably know that every day in a project involves negotiations: what to buy, how much to pay, where to go, what to do, how to solve problems, agree on requirements, get the right resources,….
And from the above statement of Clara, it seems clear that she is trying to negotiate with her stakeholders on what can be done in phase-1 and exploring reactions from the project stakeholders about possible approaches that they may be willing to consider - this is a good example of floating a trial balloons and see the reactions of people involved in a negotiation process.
Clara is certainly not trying to motivate or setting priority and neither she is gathering more information about the schedule and cost

Question 126:
Sophia works as a project manager in a startup which works on the building construction project. The new project required tiles to be installed in a modular kitchen using the latest interior design guidelines and only 2 people - Julia and Ken - in her organization had the requisite skills to do it. But both of them are working on some other projects. If Sophia cannot acquire these resources, her organization may lose the project. What should Sophia do as the first step in this scenario ?

A. Sophia should look for an alternative job for herself as working in such a economical constraint organization is not good for her carrier

B. Sophia should use influence and negotiation skills to check for the possibility of getting Julia and Ken from the project where they are currently working.

C. (Correct)

D. Sophia should look for an alternative resources available for project and make necessary plans for training, and developing competencies

E. Sophia should use positional power and servant leadership skills to check for the possibility of getting Julia and Ken from the project where they are currently working.

Answer: B.

Explanation
It is obvious that as a project manager you may not always get the perfect team or perfect resources you need for the project. So it is important to know which skills as a PM you should use for a given scenario.
In this question, the 2 people needed are working in another project and the 1st thing the PM should do is to use influence and negotiation skills to check for the possibility of getting Julia

and Ken from the project where they are currently working.
Note that Sophia is project manager in her organization and that does not give her any additional positional power than other PM in the same organization so using positional power and servant leadership might not be much of help here.
It may be possible that in the other project where Julia and Ken are currently working, their need is perhaps not as bad or exclusively there - but for Sophia's project these 2 folks are a must.
So this is the 1st thing Sophia should try.
If she cannot get the resource then she can always look for alternative resources available for the project and make necessary plans for training, developing competencies etc.

Question 127:
The deo making company uses the scrum methodology and after every sprint they hold a sprint retrospective to capture the learning from their past sprint. In this retrospective meeting, few senior members in the team are always dominating the discussion and when other junior members are trying to express his/her ideas and suggestions, these senior folks are stopping them in between. As an agile project lead you can see that it is obviously causing frustration in the junior members of the team and you know this is not a good team environment and hence you should intervene. What technique can you use to prevent such a situation?

A. Designate one of the junior member of the team as “team lead” and let him/her break this chain of seniors domination
B. Define ground rules for the project team - for example a rule such that only one person will be talking in a meeting at a time
C. Raise the issue with reporting line manager of a senior members who are interrupting the juniors and ask him or her to strictly take a disciplinary actions against these senior members
D. Raise the issue with line manager and seek to him or her to provide new team members with uniform experience level to get rid of this senior vs. junior in-fighting

Answer: B.

Explanation
Let's try to reach the correct answer by process of elimination.
Option “Raise the issue with line manager and seek to him or her to provide new team members with uniform experience level to get rid of this senior vs. junior in-fighting” is incorrect because even if line manager may allow us to have a new set of team members, the possibility of a similar scenario can still exist as there can be few dominating members who will interrupt the others.
Also, the option “Designate one of the junior members of the team as “team lead” and let him/her break this chain of seniors domination” is incorrect as this will create more divide between the team.
Option “Raise the issue with reporting line manager of a senior members who are interrupting the juniors and ask him or her to strictly take a disciplinary actions against these senior members ” - Raising the issue with manager may help to an extent as manager can talk to those

senior members but that may leave a scar and feeling of blame with seniors, and thus not an ideal choice.
Hence the answer “Define ground rules for the team such that only one person will be talking in a meeting at a time” - is the best choice. By forming ground rules together, each team member will more or less abide by those rules and there is a good possibility that they will adhere to it.

Question 128:
Manishankar works from the Chennai office and he has been 1 of the most popular agile leaders in a software development team for Skill Valley Inc. Manishankar tends to lead through service to the software development team. What kind of leadership style is Manishankar exhibiting based on the above scenario?

A. Service request managerial leadership
B. Adaptive leadership
C. laissez-faire leadership
D. Servant leadership

Answer: D.

Explanation
As a servant leader, you're a "servant first" – you focus on the needs of others, especially team members, before you consider your own. And you tend to lead through service to the team. You acknowledge other people's perspectives, give them the support they need to meet their work and personal goals, involve them in decisions where appropriate, and build a sense of community within your team.
Servant leadership is a leadership philosophy in which the goal of the leader is to serve. This is different from the traditional leadership approach. A servant leader shares power, puts the needs of the employees or his team members first and helps people develop and perform as highly as possible, as a team.

Question 129:
It is taking a long time for an agile team to launch the flight tracking web app. The reason for this delay is the QA department has complained that they are seeing a large number of defects in the past few iterations specially in the flight booking and flight canceling module in the flight tracking web app. As an agile project manager, you obviously want defect count to be low and you are working on ensuring the right practices are deployed by the project team. Which of the following agile practices can help get the defect count reduced?

A. Prune the product tree
B. Pair work or pair programming
C. Sailboat
D. None of the above.

Answer: B.

Explanation

Pair programming is an Agile software development technique originating from Extreme programming (XP) in which two developers team together on one computer.
The core idea of pair work or pair programming means when a developer is writing a code other developer can review the code thus eliminating any potential defect.
The programmer who is at the keyboard is usually called the "driver", the other programmer is also actively involved in the programming task but he is focusing more on overall direction is the "navigator"; also it is expected that the programmers swap roles every few minutes or so.
Pair programming is generally helpful for attaining high quality and correctness on complex programming tasks, which is probably applicable in the above scenario.
Other options are not appropriate for given scenario

Question 130:
Your organization's development team will soon become part of a client team & both of these 2 teams will work in a project where rapid changes are expected to the project scope. This is because the business environment or the domain in which the project is to be delivered is highly dynamic. Your role will be that of a project manager in this team. You are PMP Certified and also have the skills to execute Scrum methodology. What project methodology would you choose for the delivery of the above project?

A. Waterfall Methodology
B. Traditional project management
C. Agile
D. Total Quality Management (TQM)

Answer: C.

Explanation
Agile project management approach is most suitable and is usually chosen when the business environment or the domain in which the project is to be delivered is highly dynamic.
Traditional project management/Waterfall Methodology is to be used when the project requirements are well-known and are not expected to change too frequently.
Total Quality Management (TQM) is not really a project Methodology - it is a management framework based on the belief that an organization can build long-term success by having all its members, from low-level workers to its highest ranking executives, focus on improving quality and, thus, delivering customer satisfaction.

Question 131:
David is an agile project manager and his company just bagged a project to deliver the mobile app project from a grocery shopping store in Vietnam. The work involves designing the screens, developing the mobile app for android phones and iPhones & testing the app before it is made available to the people of Vietnam. What kind of team should David have to execute the aforementioned project?

A. Shared team, allocated 80% to the this project & consisting of motivated individuals with skill such as designers, developers, testers and any other skills that may be required to complete the mobile app

B. 100% Dedicated, cross-functional team consisting of motivated individuals with skill such as designers, developers, testers and any other skills that may be required to complete the mobile app
C. 100% Dedicated, cross-functional team consisting of individuals with skill such as designers, developers, testers and any other skills that may be required to complete the mobile app
D. Shared team, allocated 50% to the this project & consisting of motivated individuals with skill such as designers, developers, testers and any other skills that may be required to complete the mobile app

Answer: B.

Explanation
This question outlines the expected team composition for an ideal Agile project team.
The agile team should be,

- cross-functional - consisting of all the skills needed to deliver the project like designer, developer, tester etc. as in this case
- dedicated - the team members should be 100% allocated to the project
- motivated - the team members should be motivated and self-organizing

Question 132:
You are working as a project manager in an agile delivery project. There are 2 more project managers and all 3 of you are part of a larger program. Also, the team has an experienced agile coach working daily with 3 of you. One of the project managers, Adrian Botha, seems to be always in conflict with you specially due to his team's dependency on your team's deliverables. What should you do in this scenario?
A. You discuss the matter with product owner of the team and ask for help to resolve the conflict
B. You discuss the matter with project sponsor or program manager - and ask for help to resolve the conflict
C. You discuss the matter with agile coach and ask for help to resolve the conflict
D. You directly approach to Adrian Botha with whom you have a conflict or disagreement and try & resolve the matter

Answer: D.

Explanation
The PMI code of ethics and professional conduct expects us to be respectful to people with whom we are working and in case if we disagree with any individuals it is expected that we should directly approach those persons with whom we have a conflict or disagreement.
Other 3 choices are incorrect for this scenario.
And yes, you can expect few questions in the PMP Exam on PMI Code of Ethics and Professional Conduct

Question 133:

The upcoming project has a mix of both clear and stable requirements along with few areas which have unclear and ambiguous requirements. The project manager is given freedom (by the senior leadership team) to tailor the project management approach based on the project's needs. How should the project manager approach the above situation?

A. Project managers can choose a hybrid approach. Use predictive approaches for the clear and stable requirements & iterative approaches for unclear and ambiguous requirements.

B. Project managers should choose a traditional/waterfall approach for both clear and stable requirements & unclear and ambiguous requirements - mixing the predictive and iterative approaches is not possible.

C. Project managers should choose an agile approach for both clear and stable requirements & unclear and ambiguous requirements - mixing the predictive and iterative approaches is not possible.

D. Project managers can choose a hybrid approach. Use iterative approaches for the clear and stable requirements & predictive approaches for unclear and ambiguous requirements.

Answer: A.

Explanation

Many organizations have unsuccessfully tried to implement an off-the-shelf, or ready-made, project management methodology and found that it was unsuitable for their particular projects, their organization, and their level of organizational project management maturity. This often results in a lot of money, time and effort spent with little return. While the original intent was an increase in successful projects, the actual outcome was the opposite—often accompanied with a decrease in staff morale.

In the PMBoK 7th edition, there is a whole section dedicated to project "tailoring" and as a project manager, the key takeaway from that section is there is no one size fits all. In other words, there is no single approach that can be applied to all the projects at all the time.

As a project manager, you have a choice to tailor below aspects of the project,

- project life cycle & development approach
- processes
- engagement
- tools, methods and project artifacts

In the above scenario, the project manager can use hybrid approach - mix of predictive and agile/iterative approach.

- Use predictive approaches for the clear and stable requirements &
- iterative approaches for unclear and ambiguous requirements.

Question 134:

Tim works in the PMO department of his organization. He is a project manager and has worked on multiple projects both using traditional and agile approaches. The PMO is identifying the delivery cadence (the timing and frequency of the project deliverables)

that can be used by their organization across a broad spectrum of projects. Which of the following are valid delivery cadence choices?

A. Multiple deliveries
B. Single delivery
C. Continuous delivery
D. Periodic deliveries
E. All of the above.

Answer: E.

Explanation
The delivery cadence refers to the timing and frequency of the project deliverables - that is - how a project deliverables will be rolled out. And as you can imagine there will be multiple ways to do it - for some projects it could be one single delivery, mostly at the end of the project, when a project deliverables will be rolled out.
In other cases, typically in software development projects, the project deliverables will be rolled out multiple times, over a period of time & using a continuous delivery model that uses technologies such as DevOps etc.
Hence, Tim and his PMO can choose from all the 4 mentioned choices of the delivery cadence in the above scenario that can be used by their organization across a broad spectrum of projects.

Question 135:
After the decision has been made by the leadership team to use the agile methodology for the upcoming project execution, the team is preparing themselves for an agile based delivery model. The project team consists of highly skilled, motivated developers who have previously worked on similar projects and have developed subject matter expertise. You will be working as an agile project manager & servant lead. There is also a dedicated product owner and project sponsor to this team, along with solution architect - 100% allocated in capacity, for this project alone.
For such a team , who will be responsible for work assignments or task allocation to the team members?

A. The product owner should assign the work to the team
B. The solution architect should assign the work to the team
C. The team should self-manage their work - work assignments or task allocation
D. The agile project manager should assign the work to the team

Answer: C.

Explanation
In agile methods, particularly the Scrum methodology, encourage self-assignment for the allocation of tasks among team members. Self-directed task allocation or self-assignment is also considered a fundamental characteristic of self-organized teams.
This concept of self-assignment is unique to agile development and emerges from the 2 principles in the agile manifesto

- ‘The best architectures, requirements, and designs emerge from self-organizing teams’,
- ‘Build projects around motivated individuals. Give them the environment and support they need and trust them to get the job done’

As mentioned in the above scenario, the project team consists of highly skilled, motivated developers and as a servant lead, you should encourage such a team to self-manage.

Question 136:
The project to develop a water filter using the latest state-of-the-art technology is won by your firm and you are given a project manager role on this project. You started planning this project and 1 of the things you realized is this project would need multiple resources - both physical and human. Which of the below things should you do as a project manager?

A. For internal resources such as team members needed for the project, contact functional managers within your organization
B. For any external resources - both physical and human, contact project sponsor or PMO within your organization
C. For any external resources - both physical and human - contact procurement department within your organization
D. For internal resources such as physical resources needed for the project, contact resource managers within your organization

Answer: A, C, D.

Explanation
As a project manager, it is your job to figure out what all different types of resources you will need to successfully execute your project. These resources can be both physical and human and can be obtained both internally and externally - through procurement processes.
When dealing with external resources it is typically done through procurement department within your organization (and not through PMO or project sponsor - however you can always take their help/input wherever appropriate)

Question 137:
After delivering multiple projects over the years using traditional, waterfall-based project management approaches, Skill Valley Inc. - a Taiwan based organization has decided to use more agile and adaptive project management approaches for their future projects. What would be the expectations from a project manager role in a new setup for this organization?

A. Build a collaborative decision making environment
B. Develop the project vision statement
C. Build an autocratic decision making environment
D. Detailed product planning

Answer: A.

Explanation
In an agile and adaptive environment, because there will be changes expected throughout the project, one of the key responsibilities of a project manager in an agile and adaptive environment is to "Build a collaborative decision making environment ".
This will ensure that the team will have an ability to respond to changes.
Developing a detailed product planning is delegated to the development team and working on project's vision is something project sponsor or other roles in leadership can take up.
Agile team thrives in a collaborative decision making environment - not in autocratic.
An autocratic leadership style is described as being controlling, power-oriented, coercive, punitive, and close-minded. The boss is solely in control of the performance of his/her people and of all the decision-making, expecting implementation without question.
Collaborative leadership style on the other hand is described as being endearing, person-oriented, consultative, participative, and employee-centered. The boss spends time getting people’s ideas and mutual agreements, building trust, respect and commitment.

Question 138:
There is a meeting next week in Nick's office - to check the exit criteria for the phase which is about to finish. This project is using a predictive, phase-based methodology to deliver the project's deliverables. Which meeting Nick, the project manager from London - is supposed to attend next week?

A. Phase gate review
B. Project kick-off
C. Phase kick-off
D. Retrospective

Answer: A.

Explanation
From the scenario mentioned, the project is using a predictive, phase-based methodology to deliver the project's deliverables.
This means this project has multiple phases and in such phase-based projects using predictive methodology, the meeting where the project team checks the exit criteria of the phase which is about to finish to decide whether to go to the next phase is called phase gate review meeting.

Question 139:
Noah works from the Berlin office of his company. His company used to deliver the project work using a traditional, waterfall style project management approach. However, the new CEO who joined in the past quarter has a vision to use an agile project management approach for all the future projects. While Noah himself has studied agile project management, not everyone in the company is ready to accept the agile approach and Noah knows that these other stakeholders who will work on his project should support the transition from traditional, waterfall style project management approach to agile. Which one of the below statements is true for the above scenario?

A. It is normal for any change to be met with some degree of skepticism and caution. This isn’t necessarily a bad thing. So when Noah is initially engaging stakeholders in an agile project, he needs to recognize some of the concerns that the stakeholders may have, and address them directly.

B. Noah should go back to the CEO and inform him about the degree of skepticism expressed by the team and that not everyone in the company is ready to accept the agile approach - seek permission from the CEO to execute his project using a traditional, waterfall style project management approach.
C. Noah should go back to the CEO and inform him about the degree of skepticism expressed by the team and that not everyone in the company is ready to accept the agile approach - seek permission from the CEO to give him positional power to enforce the agile for this project.
D. None of these are valid choices for the given scenario

Answer: A.

Explanation
As a project manager or project professional, in a real-world you will come across such situations quite often where from the leadership, there will be a vision set up and not everyone in the team will be initially ok/aligned with it.
The right thing usually to do in such a scenario is to acknowledge the fact that It is normal for any change to be met with some degree of skepticism and caution. This isn't necessarily a bad thing.
Some resistance to change is healthy because it helps ensure that only worthwhile changes prevail.
So when initially engaging stakeholders in an agile project, he needs to recognize some of the concerns that the stakeholders may have, and address them directly.

Question 140:
Joseph is working at a steel manufacturing company and his project team is working on the welding unit on 1 of the projects which is currently on-going. For the next phase of this project, Joseph wanted to plan the resources which he will need to complete the planned welding work. Which of the below he should use to plan the resources?

A. PMIS
B. Trend analysis
C. Cost-benefit analysis
D. Resource histogram

Answer: B.

Explanation
Trend analysis is used to forecast future performance based on past results.
It's no secret that project managers need to be aware of and identify trends that may impact their projects. In order to predict what will happen in the future, you have to be able to observe trends and track them over time.
In the above scenario, as it's already on-going for a while, the project manager can use Trend analysis to forecast future performance based on past results.

Question 141:
Marlon - the project manager for a project whose deliverable was to launch a new electric vehicle at the cheapest price in Nigeria in 2nd quarter of year 2022. Marlon and his team were able to meet the scope, quality and schedule requirements. Also, the project objective to make the electric vehicle at the cheapest targeted price as outlined in the project business case too was achieved. This project also fulfilled the multiple vendor's contract's terms & conditions. However, the other competitor has launched the electric vehicle 10% cheaper than what is made by Marlon's team. And this competitor's vehicle is selling more units than Marlon's team's vehicle. This resulted in lower than expected ROI on Marlon's project. Can Marlon's project be considered as "success"?

A. Yes, Marlon's project was able to fulfill the multiple vendor's contract's terms & conditions. If the market environment changed before the project completed and it has resulted in diminishing the profits expected from Marlon's project - this cannot be termed as project failure.
B. Yes, Marlon's project was able to meet the scope/budget/schedule - and Marlon and team did what they were asked to do. If the market environment changed before the project completed and it has resulted in diminishing the profits expected from Marlon's project - this cannot be termed as project failure.
C. No, while Marlon's project was able to meet the scope/budget/schedule - from a business point of view, it is unsuccessful as there was a change in market environment before the project completed and it has resulted in diminishing the profits expected from Marlon's project.
D. None of these

Answer: C.

Explanation
It is possible that the project may achieve all the project objectives such as scope, budget and schedule from a project management point of view, however it can still be considered an unsuccessful from business point of view - this can typically happen when there is a change in the market conditions such as other competitor launching their alternative product and takes away bulk of the market share.
So in the above scenario - while Marlon's project was able to meet the scope/budget/schedule, & fulfilled the multiple vendor's contract's terms & conditions. - from a business point of view, it is unsuccessful as there was a change in market environment before the project completed and it has resulted in diminishing the profits expected from Marlon's project.

Question 142:
Skill Valley Inc. is an electric appliance manufacturing company. They specialized in developing highly sophisticated electric appliances for both domestic and commercial purposes. Their new project's requirements are a bit specific. The project sponsor has asked to select an Agile methodology for this project based on “team size” and “criticality”. What methodology should the team choose from the below options?

A. Crystal

B. Agile Unified process
C. ScrumBan
D. DSDM

Answer: A.

Explanation
Crystal methodology is customized by criticality and team size - this methodology realizes that each project may require a slightly tailored set of practices and allow for those "customizations" by using different color schemes.
This might not be the most common methodology or you might not have heard it in your experience but it is used in few companies where the criterion is to use "team size" and "criticality".
And it is mentioned in the Agile practice guide - so better you should have at least a high-level understanding of what Crystal is at a basic level.

Question 143:
Steve has joined a new team who is working on delivery of a project which is already running for almost 2 years now. The project team consists of civil engineers and architects who are experienced and highly skilled. However, when you spoke to the project sponsor after your joining, he appeared a little worried about the completion of the project in the next few months. He asks you to understand the total "scope" of work which is to be carried out by the team. Which of the below project artifacts can help you to understand the total "scope" of work which is to be carried out by the team?

A. Work breakdown structure or WBS
B. Product roadmap
C. Definition of Done or DoD
D. Product breakdown structure

Answer: A.

Explanation
The correct choice is WBS or Work breakdown structure - this is usually represented as a hierarchical chart. It is a hierarchical decomposition of the total scope of work to be carried out by the project team to accomplish the project objectives.
The other choices don't represent the total scope.

Question 144:
The company management was not very happy with the agile project manager who was previously working on the project and hence they decided to replace him with you, on that project. You joined the team last week and you started interacting with the team members. During one of the conversations with one of the team members you asked if he is aware of the project vision and why the project is being undertaken
To your surprise that team member was not able to answer it. Which document can help team members to know the project vision?

A. For agile project there is no such documentation that can describe the project vision
B. Project mission can be found in the project charter
C. RACI chart
D. Project mission can be found in business benefit management plan

Answer: B.

Explanation
Project charter can also be created for agile projects. The chartering process helps the team learn how to work together.
At minimum for an agile project the team needs the project vision or the purpose and clear set of working agreements.
In agile projects charter answer below questions,
why are we doing this project - this is the project vision
Benefit management plan is more useful to know the potential benefits that the project is supposed to generate for the performing organization.
RACI chart is a responsibility assignment matrix, also known as RACI matrix or linear responsibility chart, describing the participation by various roles in completing tasks or deliverables for a project or business process - not relevant here.

Question 145:
There is a complex issue on the website. The project team has a mix of backend and frontend development people who are skilled to fix the issue. As a project manager, which form of communication options from below would you recommend to use by the project team so that they can work on this complex issue in the website?

A. Use communication channels such as sending texts using Google chat
B. Use communication channels such as sending texts using slack
C. Remote pairing
D. Face to face communication

Answer: D.

Explanation
The PMBoK 7th edition has introduced multiple models across many areas such as communication, leadership and others.
While the PMP Exam doesn't expect you to know each and every model in full detail, you should be able to apply the appropriate models for a given situation - both during the exam and in real world project work.
For example, in the above scenario, there is 1 keyword that should get your attention, which is a fact that "issue is complex". And in order to enable the team to address these complex issues - what form of communication is most suitable?
For complex issues, we want the "richness" in communication which enables the broad spectrum of information to be rapidly exchanged between the people involved in the communication.

Face to face communication is an example of such rich communication. And hence it is the best choice for this scenario. While the other choices given are all valid communication options, these are not best suited for a team to resolve the complex issue.

Question 146:
The chemical compound development project is in an execution phase. One of the junior members of the team found an issue in the chemical composition developed so far by the project team and she has suggested a change to chemical composition so that it adheres to the government regulations. The team lead evaluated the change and confirmed that the changes suggested by the junior member of the team about the chemical composition are indeed valid and should be done. What should the project team do in the above scenario?

A. Project team is not responsible for suggesting the project changes. Roles such as as product owner or project sponsor has the authority to request project changes. So the project team should reject the change.
B. The changes are suggested by a junior member of the team and hence to keep her motivation level high and encourage her, the project team should approve the change.
C. The project is in an execution phase and project baselines for cost, schedule and performance are already established. Accepting this change will impact all the project baselines. So the project team should reject the change.
D. Changes can be requested by any project stakeholders of the project including the Project team. So the project team should follow the project change control process and based on the outcome after the review of the changes, should approve or reject the changes.

Answer: D.

Explanation
Beside the PMP exam, which will definitely test you on project change control, in the real world of project management, you will come across situations where changes need to be either approved or rejected based on multiple criteria.
It is important to understand that, as per the PMBOK Guide, project changes can be requested by any project stakeholders, including the project team. Hence, it is entirely acceptable for these changes to be suggested by junior members of the project team.
Instead of blindly approving the changes from the junior member just to keep them motivated, the project team should instead follow the project change control process, which may involve either the project sponsor or the Change Control Board (CCB), responsible for approving or rejecting the changes. The CCB is responsible for reviewing and analyzing change requests. Once a change request is submitted, it is analyzed by the CCB.
The impacts of the change on the project must also be assessed. Therefore, the correct choice in the above scenario is to follow the project change control process. Based on the outcome after the review of the changes, the team should approve or reject the changes.

Question 147:
George works as a scrum master in a perfume making company. His team works from a London office and their company also has offices in Paris and Rome. This team follows

scrum practices and meets everyday for about 15 min. for their daily standup. Beside George, the team has a PO named Alexis. 1 new team member joined this team and he is not familiar with scrum and doesn't know what is the purpose of daily standup. Which of the following George can tell this new member as the purpose of the daily standup?

A. Team uses the Daily standup to micro manage each other
B. Team uses the Daily standup to uncover problems
C. Team uses the Daily standup to micro commit each other
D. Team uses the Daily standup to ensure work flows smoothly through the team

Answer: B, C, D.

Explanation
For an agile team, the stand-up is like the team's huddle. It's commonly known as the daily scrum or stand-up and reinforces the sense of "we," keeping everyone aware of the team's landscape and progress. A stand-up is a daily meeting that involves the core team: product owners, team members, and the scrum master.
During a stand-up, each team member makes micro-commitments to each other, meaning they specify the work item they are committing to complete during the day so that everyone else on the team is aware.
Teams also discuss any impediments they are facing and ensure that work flows smoothly through the team by discussing dependencies among team members during the stand-up. However, the team doesn't stand up to micromanage each other.

Question 148:
John works in a commerce organization and his team is working on developing a financial product for an insurance company. The project is in an execution phase and suddenly the "Tally" software that allows enterprise resource planning software used by John's project team has stopped working. This scenario would block the further progress of the project. This is called what in a project and who should report it ?

A. It is called Impediment and only the project manager in traditional project or scrum master in agile project should report it
B. It is called "sailboat" and anyone in the team can report it
C. It is called Risk and anyone in the team can report it
D. It is called Impediment and anyone in the team can report it

Answer: D.

Explanation
The "Tally" software that allows enterprise resource planning software used by John's project team has stopped working, and this is impeding any of the project team members from working on their anticipated work items in a project.
"Impediment" refers to the factor that blocks the Development Team in its creation of valuable pieces of project deliverables or that restricts the team in achieving its intrinsic level of progress. Thus, in the above scenario, this Tally software failure is an example of an "impediment," and anyone in the team can report it, not just the PM or Scrum Master.

"Risk" and "sailboat" are not two different concepts and are not relevant here.

Question 149:
Antony and the team are about to start the project planning for their new project. The objective of the project is to develop a flower cutting machine which will be used by the farmers and gardeners all over USA and Canada. Which of the following project artifacts will be least useful for Antony, as him and the project team begins the project planning?

A. Project vision statement
B. Project starter
C. Project management plan
D. Project business case

Answer: C.

Explanation
If you have never worked on a project from scratch in the real world, there is a good chance that you may make mistakes. The project should have a few initial documents, such as a vision statement, charter, and a business case. These documents will help the project manager plan the project based on the details found in the above artifacts.
For example, a vision statement is a description or declaration of what an organization or project team wants to obtain or accomplish upon the completion of a project.
The outcome of the project planning is a project management plan, which includes an overall approach that a project team will take to develop and deliver the project's deliverables. Hence, it is least useful during the planning phase.
Once the planning effort is finished, the project team starts following the project management plan to develop and deliver the project's deliverables.

Question 150:
Dmytro has been a troubling guy in the team. He has been in constant disagreement with the rest of the team members and his conflicts with the team have been disruptive to the team in the past 3-4 weeks. Alina is the PM for this project. She has already spoken with Dmytro last week regarding these conflicts. What should Alina do to ensure the conflict does not negatively impact her project?

A. Conflict is inevitable in the project, Alina should flag this as a risk in risk register and should keep a track of it
B. Alina should talk to Dmytro in private, using a direct and collaborative approach to improve his behavior
C. Alina should take disciplinary action against Dmytro as the conflict seems to be continuing and impacting the project negatively.
D. Conflict is inevitable in the project, Alina should let the disagreement continue between Dmytro and rest of the team members

Answer: C.

Explanation

While it might be true that conflict is inevitable in a project, as a project manager, you should ensure that differences of opinion expressed during conflicts actually lead to improvements or better decision-making. In the above scenario, conflict seems to be:

- Disruptive to the team.
- Continuing for a considerable duration (3-4 weeks).

Additionally, the project manager has already spoken with Dmytro last week regarding these conflicts, and they still appear to be ongoing. In such a scenario, Alina should consider taking disciplinary action against Dmytro, as the conflict continues to have a negative impact on the project.

Question 151:
Tanvi is a highly skilled project manager working in a space industry and projects related to space domains for over a decade now. She understands that for any new team member who joins her team, has to undergo rigorous and detailed training to fully understand the job's responsibility. She wanted to create a training program for new team members such that the new team member will actually get to see "live" how other team members are doing the work - so that these new members can learn the same skills. Which of the below training approaches should Tanvi take?

A. Tanvi should plan for a tacit knowledge-based training approach. With this a new team member can gain skills through experience that is often difficult to put into words or otherwise communicate
B. Tanvi should plan a Job shadowing approach - since Job shadowing is a type of on-the-job training which allows a new team member to follow and closely observe another employee performing the role.
C. Tanvi should plan for Blended learning, also known as hybrid learning, which combines online project materials reading and with classroom training for job's responsibility.
D. Tanvi should plan for a codified knowledge-based training approach. With this a new team member can gain skills through well-defined documented knowledge

Answer: B.

Explanation
The clearly stated training requirement in the above scenario is "to create a training program for new team members so that they can observe 'live' how other team members are performing their work, allowing these new members to learn the same skills."
This can be achieved through the job shadowing approach. Job shadowing is typically used to onboard new employees into an organization or a new role. It is a form of on-the-job training that enables an interested employee to closely follow and observe another employee while they perform their role.
Other training approaches are not the best fit for this scenario.

Question 152:
Team Jedi works on an agile project to deliver their work items. During the progress of a website development work the customer has asked the development team to show the

progress made so far. The development team is in a dilemma on whether to show the interim deliverables to the customer or not. What should this team do in the above scenario?

A. Agile creates a culture of transparency - in agile projects team show and share their work throughout the development and hence sharing the interim deliverables to the customer reinforces the team's commitment to transparency and hence they should show/share the interim deliverables to the customer
B. Agile uses many principles of lean - and 1 of the principles it promotes is limiting WIP or work in progress. Since interim deliverables WIP category, the team should avoid sharing the interim deliverables to the customer
C. The Agile team should check with the agile project manager and ask him/her to align with the customer and set the right expectations with the customer for the current iteration or phase.
D. From the next iteration or phase the team can start sharing the interim deliverables to the customer but only with clear expectations that these are interim deliverables and not the final deliverables.
E. In agile, there are planned iterations and only at the end of these iterations the potentially shippable product increment is to be demoed to the customer. So team should not be sharing the interim deliverables to the customer

Answer: A.

Explanation
If you are new to Agile, you may not fully agree with the choice mentioned as "correct" for this scenario. With Agile, it is super important to start with an Agile mindset first (before adapting the Agile tools and processes) - and one of the most important facets of Agile teams is that they are transparent to their stakeholders, and also to each other.
So, in the above scenario, because this team is working on Agile, and Agile creates a culture of transparency, this Agile project's team should show and share their work throughout the development, and hence, sharing the interim deliverables with the customer reinforces the team's commitment to transparency, and that is what they should do.

Question 153:
The project to launch baby powder was closed last week. The project management team has declared that the project was very much finished on time and on-budget.
Carl, the project sponsor, asked the project manager to get the details of what the customers of the product think about the overall product's utility and how satisfied they are. Which of the following should a project manager use to get the required details?

A. TCPI
B. Use either CPI or SPI
C. Net promoter score
D. Net present value

Answer: C,

Explanation

The Net Promoter Score is one of the most widely used market research metrics. It typically takes the form of a survey question, asking respondents to rate the likelihood that they would recommend a company, product, or service to a friend or colleague. In the above scenario, a project manager can use the Net Promoter Score to understand the overall utility of the product and how satisfied customers are after using it.
Other metrics don't make sense in the above scenario.

Question 154:
The team is working on a website development project and this team is using the agile methodology. There is a consistent trend that you are seeing in the iterations where the team's estimates are grossly inaccurate. Team is using story points to prepare the estimates. As an agile project manager, which of the following option(s) can you suggest to the team to prepare better or more accurate estimates?

A. Increase the story size of the stories
B. Ask team to use Sailboat exercise
C. Reduce the story size by spilling the stories into smaller size stories
D. Ask team to consider refactoring

Answer: C.

Explanation
An inaccurate estimate is one of the common issues, especially when a team is starting a new project. The main problem with estimation, especially in a software project, is the high level of uncertainty. It's easy to estimate work that consists of independent, repetitive tasks with known complexity, but that's not the case in software development.
While the ultimate goal of any agile project team is to deliver business value, it's important that the team learns ways to make more accurate estimates. A more accurate project estimate always helps top leadership make decisions about the product launch schedule and any associated activities, such as marketing or promotional work.
The team can try to reduce the story size and split it into smaller stories to see if this can help them make better estimates. Narrowing down the scope of work by reducing the story size makes it relatively easier to estimate the work.

Question 155:
Jennifer is working in a company who offers spare parts used in digital cameras. To work more efficiently and deliver more business values, the senior leadership in her company has decided to use the agile approach for smoother and faster delivery.
Which one of the following should Jennifer avoid to achieve her above mentioned objective?

A. ensure all the team members have unequal voice and can be heard & considered
B. ensure all the team members have equal voice and can be heard & considered
C. ensure siloed organizations are formed
D. create an open and safe environment

Answer: A, C.

Explanation
Agile approaches require an open and safe environment in which team members can freely express and share their views without concern for negative consequences. If the environment is unsafe, people will not speak or act in line with their true beliefs. In other words, they won't be very transparent.
Additionally, each team member should be treated equally, and their concerns or suggestions should be heard and considered.
It's crucial to avoid silos. Organizational silos, in business terms, are defined as the separation of different types of employees, often categorized by the department in which they work. When employees in one department fail to interact effectively and efficiently with those in other departments, development work can start to suffer, resulting in lost revenue and even turf wars between departments.
In effect, these organizational silos can become significant barriers within a company and can be very difficult to break down once established.
Therefore, it is essential to avoid both organizational silos and unequal treatment of team members.

Question 156:
Catalina is a project manager working for a clothing manufacturing company. She is a PMP certification holder and has learned that optimal team performance is critical for project success. She also knows that for longer projects, and where she has long-term relationships with her team, helping the team develop is not negotiable. Which of the following actions Catalina should do regarding team performance optimization?

A. Catalina should motivate the team by giving them a challenges and opportunities
B. Catalina should provide untimely feedback to the team members
C. Catalina should develop reward and recognition system for the team
D. Catalina should create an environment that facilitate the team work

Answer: A, C, D.

Explanation
With good feedback, your team members will improve their performance, both individually and collectively. Moreover, the gift of feedback can earn you, as a project manager, their loyalty and commitment.
The feedback should be based on what your team members have done and the results they've achieved while working on the project. It is not about your predictions for them or your suppositions about what they can or cannot do well. Good performance feedback is always based on evidence.
However, the feedback has to be timely and should be given to the team on a frequent basis. All other actions are valid and should be taken by Catalina.

Question 157:
After the last boarding meeting with key stakeholders, in which the stakeholders have requested for sooner delivery than originally planned dates, the team is in complete

chaos & seems to be in panic mode. You are the project manager of this team. Which of the below leadership style/approach you should adapt in the above scenario?

A. Directive
B. Collaborative
C. Laissez-faire
D. Democratic

Answer: A.

Explanation
As a project manager, you need to adapt different leadership styles based on a given situation. No single leadership style has proven to be universally best. In the above scenario, as the team is in total chaos and panic, it is best to be "directive" as it will create more clarity and momentum.

Question 158:
Emma works as a project manager in a coffee making company. Her project sponsor is a guy named Mark who works remotely from Europe. In her team she has a lead developer named Carl. The resource manager is Nathan and the operations manager is Christian. Emma has been noticing that few other folks in her company are not very supportive of the project and seems to be playing internal politics to slow things down for her project team. Who should address this interference of internal politics that is negatively impacting the project?

A. Mark
B. Nathan
C. Emma
D. Christian

Answer: C.

Explanation
Emma, as a project manager, should ensure the success of her project. She should collaborate with the project sponsor to address internal politics and other strategic issues that may negatively impact the team. Emma can certainly collaborate with other managers, such as resource or operations managers, and her team members, but ultimately, she is accountable for keeping the project free from any negative impact.

Question 159:
The new pesticide development project is just getting started. You are working as a project manager on this project. The project team is a subject-matter expert in this area and has developed similar pesticides previously. From the project sponsor, there is a clear direction that any changes to the scope of the project has to be carefully managed, and that there should not be multiple iterations. You are about to select the project life cycle for this project. Based on the aforementioned scenario, which of the below project life cycle approaches is best suited?

A. Predictive life cycle
B. Change-driven life cycle
C. Incremental life cycle
D. Agile life cycle

Answer: A.

Explanation
A change-driven or Agile-style project life cycle is more suitable when changes are expected in the overall scope, and the project requirements are not very clear, especially at the beginning of the project. Since, in the scenario described above, the task of managing any changes to the project's scope needs to be carefully handled, the team should opt for a predictive life cycle over an incremental life cycle where deliverables are produced through a series of iterations.

Question 160:
For the AI software development project the team size was 150+ people and it is growing even more because of the large scope of work which needs to be done in a span of a few months, and this growing team size is resulting in communication and coordination issues between the members of this huge team. Due to frequent changes expected in the scope, the team is not using the traditional waterfall development method but instead are using agile development practices. Also, as you know that for agile, ideally the teams should be small in size. Which one of the following approaches can you take to handle large size teams who will use agile for their delivery?

A. Discuss with project sponsor & raise a risk that large team is not suitable for agile delivery
B. Break the large team into smaller teams and use program management to synchronize and coordinate the work
C. Hire an agile coach who will work with this large team & coach them with agile best practices
D. Choose waterfall/predictive model for delivery as large teams are not recommended for agile

Answer: B.

Explanation

While it is true that agile literature recommends having a team size of around 5-11 people for an agile team, sometimes this is not always practical. For the situations mentioned in the above scenario, the next best thing you can try is to divide the team into smaller teams. Raising an issue with a sponsor or choosing a waterfall approach does not really address the issue of a large team.
Also, while hiring an agile coach can be beneficial for a team to learn the best agile practices, a coach alone cannot provide a complete solution.
Hence, the option "Break the large team into smaller teams and use program management to synchronize and coordinate the work" is the best choice in this scenario.

Question 161:

The company for which you work is a very large firm with an extensive experience in executing projects across multiple domains varying from electrical to mechanical to automotive. As such, this organization generates a lot of learnings across the projects. The leadership is looking to ensure this valuable learnings, the project results should be shared across the organization. What should this organization do to ensure valuable learnings, the project results are shared across the organization?

A. Set up a murder board - panel of individuals, usually executives of senior managers, who review projects at different stages & who can work with each of the project teams in the organization and capture the project learnings, and then share the same across the organization

B. Hire an external consultancy who can work with each of the project teams in the organization and capture the project learnings, and then share the same across the organization

C. Set up a Steering committee - an advisory body of key stakeholders who can work with each of the project teams in the organization and capture the project learnings, and then share the same across the organization

D. Set up a PMO or Project management office - PMO can regularly share project learnings, results across the organization

Answer: D.

Explanation

There is a mention of PMO and its role in the PMBOK Guide, so you need to know this concept for your PMP Exam, even though you may or may not have worked in an organization that may or may not have had a PMO setup there.

It is the PMO whose one of the roles is to share project learnings, results across the organization. Hiring external agencies can do the job too, but since the organization mentioned in the scenario seems to be a very large firm with extensive experience in executing projects across multiple domains, it would probably benefit more from having its own PMO instead of paying every time to an external agency.

The steering committee, an advisory body of key stakeholders, usually provides direction and support on a need basis to the project team, but not as dedicated as a PMO can be.

A murder board is a panel of individuals, usually executives or senior managers, who review projects at different stages to determine whether the project should continue or not. The board considers more than project status and budget and decides if a project can continue or not.

Question 162:

Musa works as a product owner in his company. Him and his project team are working on creating a product - a website, which helps people book a slot in the nearby garden for a walk in the evening. The Website pulls the available slot data from municipal corporations and should work on a real-time basis. On which of the following should Musa rank the work for this website?

A. Latest & state of the art technology used for the website

B. Ease of use

C. Business value
D. Simple navigation within a website

Answer: C.

Explanation
The product owner is responsible for managing and optimizing the product backlog to maximize the business value of the product. The eventual and ultimate goal of a product owner is to plan the work based on business value. The Product Owner has to collaborate and work closely with various stakeholders, such as customers, business leaders, development teams, project managers, and other stakeholders, to maximize the business value of the product.

Question 163:
Daniel is working in an organization who works in mining projects. Mining project work involved few members to do field work beside some administrative work. Daniel is planning to acquire the team for his upcoming project. Which of the following skills will be most helpful for Daniel while acquiring the project team?

A. Daniel should use/apply intelligence quotient & assess behavior through the use of personality indicators of the team members
B. Daniel should use/apply Theory X or Theory Y & assess behavior through the use of personality indicators of the team members
C. Daniel should use/apply emotional intelligence & assess behavior through the use of personality indicators of the team members
D. Daniel should use/apply Tuckman's ladder of team development & assess behavior through the use of personality indicators of the team members

Answer: C.

Explanation
Organizations have long used personality tests to identify the skill potentials of their employees. The PMP exam includes one of the project knowledge areas related to human resources, and it includes the processes required to make the most effective use of human resources involved in the project. It encompasses all project stakeholders: sponsors, customers, individual contributors, and others.
When you, as a project manager, want to acquire the team, one of the skills you need to apply is EI, or emotional intelligence, and through the application of EI, you assess behavior through the use of personality indicators.
There are a few personality tests, such as the Myers-Briggs Type Indicator (MBTI) personality types, that can help analyze personality types and adjust to the emotional needs of key project stakeholders.
So the correct choice in the above scenario for Daniel is to use EI and assess behavior through the use of personality indicators of the team members.

https://www.pmi.org/learning/library/leadership-project-management-myers-briggs-5641

Question 164:

Last week, Dean, who is the tech lead for the project, approved a change, which may cost an additional $5000 to the project budget. The project sponsor has asked the project manager to confirm if Dean has the authority to approve the change. Which of the following project artifacts should the project manager check to confirm if Dean has the authority to approve the change?

A. Stakeholder management plan
B. Change control plan
C. Communication management plan
D. Project charter

Answer: B.

Explanation
There are many project artifacts used to effectively manage the project. In your real work, you may or may not be using some of these, but for the PMP Exam, you should know the various project artifacts and which one to use for a given situation.
The "change control plan" is a term which PMBoK uses to refer to a plan that establishes the various aspects of managing the change in the project, such as:

- Establishing the change control board.
- Documenting the authority of the change control board.
- Describing how the change control system is to be implemented.

The purpose of the "change control plan" is to ensure that the project team is not changing things in the project that don't need to be changed. The last thing a project manager wants to do is disrupt the project for no good reason, wasting valuable time and resources.
So, having a change control plan is imperative for a project's success. The other choices like the project charter, stakeholder, and communication management plan are not used to document the authority of the change control board or personnel in charge of approving/rejecting a change.

Question 165:
There are a lot of changes and new requirements expected for the new mouse which a peripheral making company is working on. Due to such frequent changes which are expected, the project is using the agile-based approach and decided to use the iteration-based delivery model. Since the work is happening in a high-variability environment, there is a lot of uncertainty. How should this project team deal with the high-variability environment, & uncertainty?

A. Freeze the requirement and avoid scope creep - this will take out high-variability environment, & uncertainty
B. Focus on stakeholder engagement & collaboration, so even if the team misses on any milestones, the stakeholders will be aligned with efforts put-in by the project team.
C. Use a rolling wave planning approach - plan in detail for nearby iterations and plan only at a high level for iterations which are far away from now
D. Do the frequent reviews of incremental work with appropriate stakeholders

Answer: D.

Explanation
While other choices are not entirely wrong and are, in fact, good practices in general, such as avoiding scope creep, using rolling wave planning, and fostering stakeholder collaboration, the one that truly addresses the real issue of dealing with a high-variability environment and the uncertainty mentioned in the above scenario is to conduct frequent reviews of incremental work with the appropriate stakeholders. This approach helps the team gather feedback from stakeholders and make any necessary adjustments in their deliveries.

Question 166:
Nuclear power plant project is a USA-government project which Mickey's team is working on. This is a multi-year, multi-million project with a large team. Mickey works as a project manager and he is tasked to work with quality analysts to come up with quality efforts needed for this project. Mickey has previously never worked on a Nuclear power plant or a government project - all his experience has been in private firms with other industries such as software development. Which of the below is true in terms of quality effort that Mickey needs to be aware of?

A. The level of efforts and degree of implementation to ensure quality control procedures in the Nuclear power plant project would be much stricter & stringent than other industries like software development projects.
B. Irrespective of industries and domains, the level of efforts and degree of implementation to ensure quality control procedures in the Nuclear power plant and other industries like software development project - should be same
C. The level of efforts and degree of implementation to ensure quality control procedures in the Nuclear power plant project would be less & less stringent than other industries like software development projects.
D. The level of efforts and degree of implementation to ensure quality control procedures depends on whether the project is using agile or waterfall - and does not depend on domains or industries.

Answer: A.

Explanation
As a project manager, you should be aware of the operating environment of your project. A government-driven project, such as a nuclear power plant, that is not executed with stringent quality procedures, would have a serious negative impact on the lives of millions.
On the other hand, a simple website or a mobile application designed to locate flowers in a garden can afford to employ simpler and less stringent quality procedures without causing a serious or negative impact on people's lives.
Therefore, it is evident that the level of effort and the degree of implementation required to ensure quality control procedures in the nuclear power plant project would be much stricter and more stringent than in other industries, such as software development projects.

Question 167:

Your company received a website software development project work. The client is the largest retail bank in Europe. The leadership team from the bank has asked for adherence to stringent quality requirements. Client also asked that the project need a test driven development & strong pair programming practice to ensure app quality. As a project manager of this project, which of the following will you choose?

A. DSDM
B. Extreme programming or XP
C. Agile Unified process
D. Crystal

Answer: B.

Explanation
Whenever you see the mention of test-driven development or pair programming, think of Extreme Programming, or XP. This is because Extreme Programming is characterized by applying the principles in their purest form. Also, two of the requirements of test-driven development and pair programming practices are part of applying Extreme Programming approaches.

Question 168:
After joining the new firm last week, you have been given a project report from 1 of the projects which is currently on-going in your organization. While you will not be working on it - the management team wanted you to study this project report and tell the management team on how this project is doing in terms of project cost. But all you see in this report under the "cost" section is a mention of CPI which is 0.2. What should you reply to the management team based on how this project is doing in terms of project cost?

A. There is not sufficient information in the project report - beside CPI the report must include EV - or earned value to help understand how this project is doing in terms of project cost.
B. There is cost overrun in the project, in other words, the project is not doing well in terms of project cost.
C. There is cost underrun in the project, in other words, the project is doing well in terms of project cost.
D. There is not sufficient information in the project report - beside CPI the report must include CV - or cost variance to help understand how this project is doing in terms of project cost.

Answer: B.

Explanation
There is no math involved here, only a straightforward interpretation of terms such as CPI or Cost Performance Index. Calculating the Cost Performance Index provides insight into the project's budget health. CPI in project management assesses a project's cost efficiency.

The CPI of 0.20 is less than 1 in the above scenario, and this clearly indicates that the project's cost is running over budget and measures need to be implemented.
So the correct choice is, "There is a cost overrun in the project; in other words, the project is not performing well in terms of project cost."

Question 169:
The new project to launch a new mobile app to book air tickets is in the planning phase. You are working as a project manager in this project. You and the project team are trying to identify the factors that can enhance, constrain or have a neutral influence on the project outcomes. Which of the below should you focus on ?

A. External environmental factors such as organization culture, geographical distribution of facilities and resources
B. Internal environmental factors such as marketplace conditions, industry standards
C. External environmental factors such as marketplace conditions, industry standards
D. Internal environmental factors such as organization culture, geographical distribution of facilities and resources

Answer: C, D.

Explanation
Projects often exist and operate within two primary environments: the internal and the external. As a project manager, you must consider and factor in these environments when planning the project. The internal environment of an organization, such as its organizational culture and the geographical distribution of facilities and resources, can have a favorable, unfavorable, or neutral impact on the project.
Similarly, the external environment, which comprises factors outside the boundaries of the project-executing organization, such as marketplace conditions and industry standards, may also have a favorable, unfavorable, or neutral impact on the project.

Question 170:
Your milk dairy project work frequently needs a LED Projector to project the dairy development work scenes to key stakeholders and you want to ensure that this LED Projector equipment is available to your project team, during the project execution. Out of below project artifacts, which one you are most likely to update about the availability of a LED Projector once you get the access to LED Projector for your project?

A. Resource activity list
B. Resource calendars
C. Resource management plan
D. Project calendars

Answer: B.

Explanation
This question can be tricky to answer if, in real-life projects, you don't use project artifacts to keep track of "physical resources." However, the PMI PMP Exam expects you to be aware of

the ways in which resources, both physical and human, are tracked during project execution. One such example is the "Resource calendar," which specifies when and for how long a certain resource, such as an LED Projector, will be available during the project. Therefore, as the Project Manager of this project, you will update the Resource calendar artifact and add details about the availability of an LED Projector once you gain access to it for your project. This way, your team will have uninterrupted and exclusive access to it during project execution.

Question 171:

Julia is a project manager and she works in 1 of the water bottle manufacturing companies in the USA. Being an experienced PM Julia knows that a high-performing team works well together and gets things done. A high-performing team is the one that produces successful project results. Which of the below is not a characteristic of a high-performing team?

A. The project decisions are made primarily by consensus & The project manager and team members own the project plan and its execution.

B. The project operates in an environment that fosters close communication with each individual team member is fully committed to problem solving on his/her own

C. The project team members tends to trust each other and are willing to go extra distance to deliver the project success

D. The team members have a shared vision of the project's mission, and its objectives and team member goals are aligned with the project's goals.

Answer: B.

Explanation

As a project manager, you need to acknowledge the fact that a successful team doesn't just happen – you've got to work at it to build it. A high-performing team can only be built when the project operates in an environment that fosters open and safe communication.

In a high-performing team, project decisions are primarily made by consensus, and any difficulties or problems that arise during the project are resolved through brainstorming and problem-solving skills collectively by the team, as opposed to each individual.

Using a participative project management method is a key ingredient in building a high-performing team. In a participative approach, the project manager facilitates the process by which the team creates the project plan and monitors project progress. The project manager focuses on the process, thus allowing the team to focus on the content. The team's ideas are included, they understand the whole project, and they buy in.

Question 172:

After working over a decade using waterfall and traditional project management practices, Skill Valley Inc. has adapted agile for their future projects. and you are working with a team who has shifted to an agile way of working recently in this organization. However you are seeing that this team still continued to use EVM (earned value measurement) metrics to track the schedule and cost but they translated those to agile terms. This team planned to complete 50 Story points in the iteration and actually

completed 45 Story points. What is the SPI (schedule performance index) for the iteration?

A. SPI is non-agile metrics and cannot be used for tracking the progress of iterations in agile.
B. SPI is 1
C. SPI is 0.90
D. SPI is 0.45

Answer: C.

Explanation
This may or may not be the common practice in your organization, which might be using an Agile approach such as Scrum. However, according to the Project Management Institute (PMI), it is possible to apply Earned Value Management (EVM) calculations even for Agile-based development approaches. Typically, you translate the traditional EVM metrics to Agile and use them as "leading indicators."
In the above scenario, the SPI (Schedule Performance Index) is calculated as the actual user stories divided by the planned user stories, which results in 0.90 (45/50 = 0.90).

Question 173:
Skill Valley Inc. corporation's team is using SCRUM and their SCRUM team is working on the final sprint of their product. The sprint is well planned and the whole team is occupied with their tasks and there is not much capacity available for any team members for the current sprint. During one of the daily standup calls, the Product owner said he received a message from a business executive that adding 1 more feature will be beneficial for the overall product's acceptance to its user base and this new feature will give an edge to it compared to its competitors. What should the team do now?

A. Accept the change, get it into the product backlog but 1st finish the current sprint as planned earlier and then add 1 more sprint to complete it
B. Reject the change, as this is the final sprint and by now team had already delivered the other prioritize user stories
C. Accept the change, get it into the product backlog and start the work on it right away in the same sprint - as this is the last sprint.
D. Reject the change as it is coming from non-scrum team member

Answer: A.

Explanation
Rejecting changes that can provide a competitive advantage, even late in the development process, goes against Agile principles. Therefore, options that "reject" the change are incorrect. The option suggesting to "work on the change right away" is also incorrect because the scenario clearly mentions that the team is fully occupied with their tasks, and there is limited capacity available. Introducing new work, which has not even been estimated yet, is likely to result in the teams working overtime, which is undesirable. Therefore, the only

logical choice is to "Accept the change, add it to the product backlog, but first, complete the current sprint as planned, and then add an additional sprint to complete it."

Question 174:
There is corporate training which is available at the cost of $2K for the whole of your team in a new cutting tool. If your team enrolls into it - the potential outcome is the planned work which the team finishes on average in 2-weeks can be finished in 1 week 2 days, after this new tool usage and thus resulting in a 3-days of work done faster. This is an example of which of the below?

A. Knowledge management
B. Project risk
C. Cost of change
D. An Issue

Answer: B.

Explanation
In project management and for the PMI PMP exam's purpose, please note that the word "risk" can have both positive and negative meanings, referring to uncertain events that may or may not occur in the future. In the above scenario, the planned training appears to have the potential for a positive impact on the project by reducing the time required for work using a new cutting tool. However, this impact has not materialized yet, making it not an issue. Positive uncertain events are referred to as "opportunities," while negative uncertain events are referred to as "threats."
The term "cost of change" is typically associated with the average cost of rectifying potential defects based on when and how they are discovered, but it is not relevant in this context.
The business objective of managing project management knowledge is to enable organizations to consistently execute projects successfully. Knowledge management ensures that the right resources are available with the necessary proficiencies and knowledge.
Knowledge management in a project involves capturing the lessons learned during the project and making them available for any future use, but it is not relevant in this context.

Question 175:
As a project manager, you are aware that not all conflicts are bad. However, you don't want negative conflicts to affect the project deliverables. Hence when starting on the new project - the PMO of your organization has asked you to identify and document the possible sources of conflicts. Which 1 of the following is NOT the source of a conflict?

A. Group norms
B. Team ground rules
C. Scarce resources
D. Defined roles
E. Scheduling priorities

Answer: A, B, D.

Explanation
Conflicts in a project environment are almost inevitable, and not all conflicts are necessarily bad. As a project manager, you want to ensure that the conflict does not jeopardize the project objectives. Therefore, as a project manager, you should be aware of the various sources of conflict.
In the scenario mentioned, team ground rules, group norms, and defined roles are not sources of conflict; in fact, these are some of the recommended best practices that help reduce conflict.

Question 176:
Dmytro is project manager and he works out of Kiev, Ukraine. His team is going to start the work on new electric motor development work and this project is 1 of the flagship projects with a very high cost-to-benefit ratio and hence the organization leadership wants Dmytro & his project team to succeed in the project. Dmytro too understands the importance of project success and hence has asked all the team members and group of stakeholders and they are meeting in which Dmytro plans the project's mission and vision. What goal is this practice which Dmytro plans to achieve here?

A. Dmytro is essentially conducting a stakeholder analysis in which at the end of the meeting he will have much clear understanding of needs of the team members and group of stakeholders which will help him create a suitable stakeholder strategies for an effective stakeholder relationship
B. Dmytro is negotiating with the team members and group of stakeholders on the triple constraints of a project
C. Dmytro is building a rapport with the team members and group of stakeholders at the begging of the project and this will ensure the buy-in from the team in the later stages of the project
D. Dmytro is creating a shared understanding of why the team is doing your project with the team members and group of stakeholders

Answer: D.

Explanation
There are a few things to understand in this question, and let's go one by one.
The project is about to start, and at the beginning of any project, as a project manager, you want all the team members and stakeholders to have a clear understanding of why we, as a team, are doing this project.
Also, it is mentioned that Dmytro is explaining the vision/mission of the project.
These two points indicate that Dmytro is creating a shared understanding of the project's goals. The place to start building a shared understanding is at the Project Kick-off. This is where you, as a PM, and your team get to meet one another – often for the first time.

Question 177:
The marketing department of your organization has worked very hard; they have won one business deal for your organization. However this project business deal has many challenging situations. For a start the team is going to work on very novice technology, and the technology itself is very new in the market and besides that the customer is not

entirely sure how the product features will be received & used by the users using this novice technology. What is the right approach for your team in this scenario to build this product?

A. The team should build a prototype - to better understand the domain and use this prototype as the basis for further planning
B. The team should build MVP(minimum viable product) functionality that is complete enough to be useful to the users or the market, yet still small enough that it does not represent the entire project.
C. The team should build a full set of features with quality built-in using TDD and pair programming and launch the product to its users after thorough testing.
D. The team should build MMF(minimal marketable feature) functionality that is complete enough to be useful to the users or the market, yet still small enough that it does not represent the entire project

Answer: A.

Explanation
Building an MVP or MMF is typically the second step, especially when dealing with unclear requirements in a novice technology domain. Therefore, the right approach for the team is to develop the "prototype" first. Based on the customer's feedback about this prototype, the team learns what they need to build in the subsequent phases to satisfy customer expectations.
The option, "The team should build a full set of features with quality built-in using TDD and pair programming and launch the product to its users after thorough testing," is incorrect because it may not be wise to build a full set of features without knowing the "true" requirements, regardless of the development practices employed, such as TDD or built-in quality.

Question 178:
It is a non-software project and the project team is using Agile practices for the delivery of electrical components which will be fitted into ceiling fans. The project team is fairly large - more than 30 people and has dependency on each other's work. Apart from interdependence on each other's work the team would need close interaction and ideally need face to face communication too. Because of all the above mentioned requirements you have decided to use the colocation for this project. Team Now, the team is planning to decide on "core working hours" that they all are aligned on to be available during shift. Which tool/artifacts the team should use?

A. Work authorization system
B. Agile team don't need any such tool
C. Project charter
D. None of the above

Answer: D.

Explanation

Both for exams and in real-world projects, one must understand what the Agile approach recommends when it comes to tools and artifacts. Agile unequivocally promotes interpersonal communication, favoring people over processes, etc. However, this does not imply that Agile lacks any documentation.
In the aforementioned scenario, the team should create a Team Charter, in which they document how to collaborate and establish team rules to follow. Given that this is a fairly large team, if they fail to reach a consensus on core working hours, it could adversely affect their productivity, potentially causing problems for the project as well.

Question 179:
Skill Valley Inc. prides itself in their quality practices while performing electric cable installation projects. The company has been in this area of work since the 1960s and has done more than 100+ electric cable installation projects.
Which of the following quality management strategies must be in place at Skill Valley Inc. which has made it a successful organization in delivering the projects with a high quality?

A. early inspection and review with focus on finding quality issues as soon as possible
B. "repair-and-servicing" is better than quality inspection
C. "just-in-time" approach on finding quality issues
D. "test-quality-in" late in the development cycle

Answer: A.

Explanation
There are "made-up" terms and slogans in the choices in the above question.
One of the most important things to keep in mind when it comes to quality management is that it is better to detect defects and quality issues as soon as possible and as early as possible in the overall project development cycle. Hence, the correct choice is "early inspection and review with a focus on finding quality issues as soon as possible."
"Just-in-time" shouldn't be used for quality management because finding defects as early as feasible gives the team a chance to fix those and "build" the quality in.
"Repair-and-servicing" is better than quality inspection is plainly wrong - the team should focus on building the quality checks into the project instead of doing repair work later.
"Test-quality-in" late in the development cycle - is wrong. The team should instead do early inspection and review in the development cycle.

Question 180:
Daniel was a project manager for a recently concluded software development project. There were a lot of new learnings his project team had gone through during the past 2 years while working on this software development project. The PMO has asked Daniel to make sure all the new tools, techniques and ideas learnt by his team are to be captured for future reference. What should Daniel do to fulfill this requirement?

A. Daniel should capture these learnings in team charter
B. Daniel should capture these learnings in work authorization systems

C. Daniel should capture these learnings in Project Management Information System (PMIS)
D. None of these

Answer: D.

Explanation
"Lessons learned" are documented information that reflects both the positive and negative experiences of a project. Capturing lessons learned should be an ongoing effort throughout the life of the project.
A "lessons learned" register is a document in which the project team records their valuable project experience.
None of the mentioned choices, Project Management Information System (PMIS), team charter, and work authorization systems, are used to capture lessons learned.

Chapter 4: PMP Full Practice Exam 2

No. of Scored Questions: 175

No. of Pretest (Unscored) Questions: 5

Total Examination Questions: 180

Allotted Examination Time: 230 minutes.

Question 1:
The project team is using the scrum framework for the development of the accounting software for one of the prestigious clients. The project team is using the user stories to capture the project's requirements. In the next week, the project team is having a planning meeting in which the team will decide which user stories to work on in the next sprint. Which of the following scrum ceremonies will help the project team to have a sufficient number of user stories ready to be taken for the upcoming sprint?

A. sprint retrospective meeting
B. sprint planning meeting
C. sprint review meeting
D. Backlog refinement or grooming meeting

Answer: D.

Explanation
When the project is using Scrum, there are Scrum events or ceremonies that need to occur in the right way for the most effective utilization of Scrum methods and practices for the project team.
It is mentioned in the scenario that next week, the project team will be conducting a planning meeting to decide on the user stories they will develop in the next sprint. In other words, there will be a Sprint Planning meeting happening next week, during which the project team will decide which stories they will work on in the upcoming sprint. The selected user stories will then constitute the sprint backlog.
However, for the project team to select the right number of stories, it is important that the product backlog contains a sufficient number of stories with all the details required, such as acceptance criteria, any technical documentation, and any additional information the team may need to complete the user stories.
Generally, there will be a dedicated meeting called the Backlog Refinement meeting or Backlog Grooming meeting, in which team members prepare or groom the user stories to make them ready for future sprints.

Question 2:
After trying your best as a project manager to resolve the conflict using a collaborative approach, still the senior architect with whom the conflict happened is not ready to

follow the needs of the project. The proposed solution from the senior architect will result in additional cost to the project and also delay the project even further. The project has now started suffering with the delay due to the delivery items from this senior architect not received on time as he is not willing to work on any other solution except his. Anymore delay would make the project miss the milestone deadline. What conflict resolution approach can you try next?

A. Escalate the matter to line manager of a senior solution architect
B. Try one more time to resolve the conflict using a collaborative approach.
C. Use your positional power to direct the senior architect to follow the needs of the project.
D. Use "smoothing or accommodate" approach to accept the solution from senior architect

Answer: C.

Explanation
While the PMBoK Guide clearly mentions that pushing one's viewpoint at the expense of others through the use of positional power, using force or direct methods to resolve conflict, may result in a win-lose situation, in the scenario described above, it can be helpful, at least in the short term, as it will ensure the emergency is resolved, and the project will hopefully not miss the milestone deadline.
Is this the perfect or best choice? Maybe not. But please take note that both in the PMP exam and in real-world project management, as a project manager, you may have to make choices that are not always perfect or best. It is the project manager who needs to understand the current situation and apply the appropriate conflict management techniques and approaches to handle the situation.
Using a "smoothing or accommodating" approach and accepting the solution proposed by the senior architect will increase the cost and delay the project – it is not the best choice. It has already been mentioned in the scenario that the PM has already tried previously to resolve the conflicts using a collaborative approach, and it did not work. Furthermore, trying it again may result in the project missing the milestone deadline, and there is no guarantee that the second attempt will be successful anyway.
As a project manager, it is one of your responsibilities to resolve conflicts with project team members, hence asking for help from the line manager of the senior architect is also not the best choice.

Question 3:
Javed is an experienced project manager. He is located in the Dubai office and his team is also co-located in the same office space. One of the team members of Javed's team asked for help from Javed, to make progress in his career. Javed has studied the OSCAR coaching and mentoring model as a part of his PMP certification and decided to use it to help coach/mentor the team members. What is the first of the following that Javed should do ?

A. Javed should first determine the current situation of the team member, the current position or where the team member stands as of now

B. Javed should first determine what the team member is aiming for or what is the goal that a team member wants to achieve
C. Javed should first list out all the options or choices which team member wants to take
D. Javed should first determine how the team member wants to review his progress

Answer: C.

Explanation
In the PMBOK Guide 7th Edition, different models are described for various purposes. A model represents a thinking strategy for explaining a process, framework, or phenomenon. As a project manager, it is essential to be aware of the available models, methods, and artifacts that can be used in the project setting and within the project context. To the greatest extent possible, a project team should avoid using models, methods, and artifacts that may:

- Duplicate or add unnecessary project efforts.
- Have no usefulness to the project team or project stakeholders.

For the PMP exam, it is beneficial to be familiar with these different models, methods, and artifacts since they may appear in scenario questions. You may need to select the most appropriate model, method, or artifact based on the given situation.
In this scenario, the project manager knows about applying the right model, which is the OSCAR coaching and mentoring model to assist team members. The OSCAR coaching and mentoring model comprises five steps:

1. Outcome: This is the first part of the model in which the project manager, helping the team member, needs to determine what the team member aims for or what goal they want to achieve.
2. Situation: This step determines the current situation or position of the team member.
3. Choices: In this step, the mentor asks the team member to consider a range of choices they could take to bridge the gap between their current situation and their desired outcome or objective.
4. Action: Now that the choices are clear, the next step is to commit to an action.
5. Review: In this step, as the name suggests, the project manager can discuss with team members how they will review progress and ensure they are on the right path.

Hence, the very first thing Javed can do in the given scenario is to determine what the team member is aiming for or what goal the team member wants to achieve.

Question 4:
For the upcoming road construction project in the western-southern states in India, your team has won the contract to execute at least the first 3 phases of the project.
This is a government sponsored construction project and it will span multiple years and involve more than 200 people. You are the project manager of this project and you & your project team is about to start the planning process for this multi year, large project.

Which of the following project artifacts will be least useful during planning for this project?

A. Project charter
B. Project management plan
C. Business case
D. Vision statement
E. Scope management plan

Answer: B, E.

Explanation
For the PMP exam, in scenario-based questions, pay careful attention to which stage the project is in within the project lifecycle, consisting of five typical project stages/phases: initiation, planning, execution, monitoring and control, and closing. Just knowing the current stage of the project lifecycle will help you answer the question.
As stated in the scenario, the team is about to start the planning, and hence one can deduce that the project is still in the "initiation" stage of the project lifecycle. The next stage will be project planning.
The purpose of project planning is to proactively develop an approach to create the project deliverables. High-level project planning may sometimes begin even prior to project authorization. The project team progressively elaborates initial project documents, such as the vision statement, project charter, and business case, to identify and define a coordinated path to achieve the desired outcome.
Of course, the project management plan and scope management plan are the outcomes after the planning is done, and hence these two project artifacts will be least useful during the planning for this project.

Question 5:
You are working as a project manager for a team who is now an experienced agile delivery team and they have extensively used agile delivery practices and have delivered more than 7+ projects in the last few years & the best part has been the satisfaction with which these projects were accepted by the project stakeholders.
You are conducting a survey now with this team to capture their learning about the Agile framework and its application which you want to share with the rest of the organization.
Which one of the following statements is false regarding the Agile framework that you should not include when you share these agile framework learnings with the rest of the organization ?

A. Agile frameworks are suited for knowledge work projects which has degree of uncertainty
B. Agile team can blend multiple flavors of agile methodologies
C. Agile frameworks are customized for the team
D. Agile frameworks are not customized for the team

Answer: C.

Explanation
The only false statement from above is that Agile frameworks are customized for the team. According to the Agile Practice Guide, Agile frameworks are NOT customized for the team. In other words, Agile frameworks like Scrum or XP are not customized for individual teams. In fact, it is the other way around. Each and every team can and should customize an Agile framework and tailor it as per their needs or the needs of the project in order to deliver the business value.
The project teams may need to tailor (and often, most teams in the real world do) the Agile framework that they are using to suit their project needs and most likely practice their own blend of Agile. So it is the team who may apply the customization rather than the framework itself coming "out-of-the-box," tailor-made for each team's needs. All other statements are valid.

Question 6:
In one of the executive briefings, Saeed heard one of the senior executives mention the need for synergy between projects, programs, and portfolios. While Saeed is familiar with projects and programs, he has never heard the term "portfolio." How can you explain to him what is meant by "portfolio"?

A. Programs and operations managed as a group to achieve the strategic objectives
B. Operations managed as a group to achieve the strategic objectives
C. Projects, programs and operations managed as a group to achieve the strategic objectives
D. Projects and operations managed as a group to achieve the strategic objectives

Answer: C.

Explanation
During the PMP exam, you may encounter a few questions not only related to the project but also about programs and portfolios. Generally speaking, "project" refers to a specific, singular endeavor aimed at delivering a tangible output. A project manager, the person responsible for managing the project, ensures that the project delivers its intended output within a defined time frame and budget.
A program, on the other hand, encompasses multiple projects. In most cases, these multiple projects are related and are managed and delivered as a single package.
Why does the organization want to run multiple projects in a coordinated fashion as a program? This is because program activities, when managed in a coordinated manner, have the potential to yield benefits not available when managing the projects individually.
Similarly, portfolio management involves the management of projects, programs, and operations as a group to achieve strategic objectives. The main difference between portfolio and project management is that projects focus on unique, short-term goals as specific, singular endeavors and are temporary. In contrast, portfolios concentrate on long-term goals and involve strategic, cohesive objectives.
Therefore, the primary responsibility of a portfolio manager is to ensure that the right projects are selected for their specific portfolio. This involves inspecting each project individually to determine if it aligns with the company's long-term goals.

Question 7:
For a security camera development project, the skill set which is needed to execute is not available entirely in the bay area This is the reason why the project manager worked with the procurement department and has allocated a few additional developers from a vendor from their France office. Which of the following this project team cannot use?

A. Scrum
B. Agile mindset
C. Osmotic communication
D. Monte Carlo analysis

Answer: C.

Explanation
The real PMP exam may ask a few questions after COVID-19 hits the world in 2020. As a project manager, you still need to run the project despite COVID-19 restrictions, and hence, this question is specifically added to cover a few such scenarios.
COVID-19 certainly affected many aspects of the project team's work, such as adjustments to working duration and project meeting timings. But one thing COVID-19 almost certainly did is it forced the teams to work remotely (mostly from their homes), thus impacting osmotic communication.
Osmotic communication refers to the useful information that flows between team members working in close proximity to each other as they overhear each other's conversations.
In this project scenario, some team members are sitting in the Bay area, and other team members are in the France office, in two different time zones. So, obviously, these team members are not in close proximity and hence cannot use or benefit from osmotic communication.
Since close proximity no longer exists, teams are unable to leverage osmotic communication during COVID-19 times, as well as when some team members are not co-located.

Question 8:
Because of the multiple failures of the project delivery on time and the dissatisfaction expressed by the stakeholders the senior leadership within the organization decided to change the delivery model from predictive to Agile based delivery for the upcoming projects. You are part of the project management office within this organization. Which of the following will be your recommendations for the organization in order to make the transition into the Agile based delivery model? Select all the valid recommendations.

A. The willingness of the organization to shift the way it view, review and access the performance of the employees
B. Reward the leaders for the local efficiencies rather than end to end flow of project delivery
C. The willingness of the executive management team to change.
D. Encourage the employees to be specialized contributors with no incentive to diversify their skills.

Answer: A, C.

Explanation
By observing the success of other organizations that have smoothly adopted the Agile-based delivery model, many organizations may be tempted to try out Agile approaches within their organization as well. However, one thing that organizations beginning to use the Agile process must understand is the relative compatibility of Agile methods with the methods currently used within the organization. If these existing methods are in tune with Agile-based methods, then the transition to Agile can be smooth.
Some organizations will have characteristics that are more aligned with Agile principles, such as cross-development, collaboration, continuous learning, etc. For such organizations, the transition to Agile can be smooth.
There are some characteristics within the organization that can help it smoothly transition into Agile-based delivery. One such example is the willingness of the executive management team to change. Additionally, if the organization is willing to shift the way it views, reviews, and assesses the performance of employees in a more Agile fashion, it can help the organization transition smoothly into Agile-based delivery.
However, several other characteristics may be roadblocks to achieving the change associated with organizational agility. Examples of such non-friendly characteristics include:

- Leaders within the organization are rewarded for local efficiency.
- The employees within the organization are specialized contributors with limited tools or incentives to diversify their skills.
- Procurement strategies within the organization are based on short-term price strategies.

Question 9:
Although Andrew is a certified PMP, he was asked to join a workshop in which the focus was on emotional intelligence and how to apply it in a project context. Andrew, along with his colleagues in the company, has attended this emotional intelligence workshop. Andrew learned a few new things and learnt many advantages of applying emotional intelligence during the project execution. But in which of the following project situations will the emotional intelligence not be much of use?

A. while doing the team performance appraisals
B. while resolving the conflicts
C. while calculating the earned value
D. while drawing the network diagram to show the activity relationship

Answer: C, D.

Explanation
Have you ever wondered why generic topics like emotional intelligence are included as one of the subjects in the PMP exam? Why is emotional intelligence important for us as project managers? This is because many researchers have shown that applying emotional intelligence when dealing with the project team and project stakeholders is a critical differentiator between a project's success and failure. The top performers who have successfully completed the project seem to have attributed their success to the appropriate application of emotional intelligence.

As a project manager, you should promote team performance through the application of emotional intelligence by:

- Assessing behavior using personality indicators.
- Analyzing personality indicators and adjusting to the emotional needs of key project stakeholders.

Having said that, being highly emotionally intelligent as a project manager doesn't negate the need for you to have excellent technical skills. For example, for certain technical skills such as:

- Calculating the earned value.
- Drawing the network diagram to display activity relationships.

You, as a project manager, must apply technical and project management skills in these areas. Emotional intelligence comes into play when dealing with people and the project team, such as:

- Resolving conflicts.
- Conducting team performance appraisals.

Question 10:
It resulted in disappointment for many of the project stakeholders after the last project meeting in which the project team said they will not be able to complete the project in the next 2-weeks. Earlier the project team has estimated that they will be able to complete the project in 2 weeks The project sponsor has asked the project manager to speed up the delivery and he has approved an additional budget if needed, to speed things up. Project manager is considering the option of crashing the project. What is true about crashing?

A. Crashing means adding more people to the pending work, or asking people to work overtime or paying to expedite deliveries.
B. Crashing means adding more people to the pending work.
C. Crashing means doing the activities which were supposed to be done in sequence are to be executed in parallel.
D. Crashing means closing the project without fully completing the project deliverables because the project team cannot complete the work on-time.

Answer: A.

Explanation
No matter how carefully project planning is done, sometimes it may happen that the project team may not be able to complete all the project deliverables on time, and this could happen because of various reasons. For example, during the development, if the project team faces an unforeseen defect or a technical challenge, it may consume more time than originally estimated by the project team, and this can impact the project schedule.
There are at least two approaches which the project manager can deploy in order to speed up the project, which is lagging behind in terms of schedule:

- **Crashing:** This means adding more people to the pending work, asking people to work overtime, or paying to expedite deliveries.

- **Fast tracking:** This means executing activities that were supposed to be done in sequence in parallel.

So, in the above case, the project manager can ask the existing project team to work overtime or even work over the weekend in order to complete the remaining pending work. Another alternative is to find additional people with similar skills who can perform the project work and add them to the project team.

Question 11:
During the audit done by the PMO, it was discovered that one of the scrum teams in an organization had an empty product backlog. This project is still running and expected to run for a few more months yet the product backlog is empty. Who is responsible to make sure the product backlog has a sufficient number of stories to fulfill the business needs of the project?

A. The scrum master
B. The development team
C. The product owner
D. The project sponsor

Answer: C.

Explanation
You can expect a few questions on Scrum in the PMP exam, as Scrum is one of the most popular and widely used Agile frameworks. The Scrum framework is a single-team framework typically used for product development. To use or apply the Scrum framework, you should be aware of the following parameters:

- Scrum roles: Product Owner, Scrum Master, and the Development Team.
- Scrum events or ceremonies: Daily Stand-up, Backlog Refinement Meeting, Sprint Retrospective, and Sprint Review.
- Scrum artifacts: Sprint Backlog, Product Backlog, and Product Increment.

This question scenario tests your understanding of Scrum roles and who is responsible for what in Scrum.
You will encounter questions designed to test your understanding of Scrum events or ceremonies, as well as Scrum artifacts, in this and three other practice tests. This exposure will ensure you are well-prepared for scenario-based, practical questions on Scrum.
In Scrum, the Product Owner is responsible for developing user stories, which represent the business needs of the project and are added to the Product Backlog. So, if the Product Backlog is empty, it is the Product Owner's responsibility to ensure a sufficient number of user stories are added to fulfill the business needs of the project.

Question 12:
Rohan has been advocating for an Agile adoption within his organization for quite some time now This is because a Rohan has seen many of the advantages of adopting agile such as faster delivery, better employee engagement and overall stakeholder satisfaction However many of the senior executives in his organization are not yet fully convinced

that Agile is the most suitable project execution methodology for their organization and there is no willingness to adopt the agile within the organization Which one of the following Rohan can try in order to overcome these organizational impediments to agility?

A. Encourage the organization to pull the employees simultaneously on to two or more projects at once instead of keeping them focused on one project at a time.
B. Try to progressively pace the adoption of agile practices on a project by project basis
C. Encourage the employees to be specialized contributors and get their vote of confidence by making them I-shaped employees.
D. Develop the procurement strategies which are based on short term pricing strategies.

Answer: B.

Explanation
Remember that every organization has its own culture and its own working style.
Organizations that are beginning to use the Agile approach tend to experience a high degree of changes, and in many organizations, the senior leadership may not yet be ready for these high degrees of change.
Sometimes decomposing the work into practices, such as iterative prototypes, involves a lot of rework and could be viewed negatively by people who are not yet fully convinced that Agile is the right project management approach for their projects or the organization.
The degree to which an organization is willing to review and modify its current practices into a more Agile way of doing the work will determine how quickly and effectively Agile as an approach can be adopted within such organizations.
If there is a lot of resistance to adapting Agile, in response to such organizational impediments, the project manager can try various options to promote Agile. One of them is to progressively pace the adoption of Agile practices on a project-by-project basis.

This way, the organization doesn't have to execute every single project within the organization using Agile but can instead start small, begin with one project, and demonstrate the advantages of using Agile practices to the leadership within the organization. Building their confidence by showing positive results of Agile and, in that way, do the step-by-step adoption of Agile within the organization.

Question 13:
The senior executive is not happy. He just saw last week's QA report and he found out that there are at least 40+ defects reported in the last week alone. This is a matter of concern for the project team as the defect count is ever increasing while the delivery date is fast approaching. To quickly address this issue, for now, the project team has decided to solve the problem by using a predefined, specific method. This is an example of which of the following?

A. Single loop learning
B. Double loop learning
C. Fist of five
D. Heuristic

Answer: A.

Explanation
If you answer this question incorrectly or find yourself unfamiliar with terms such as single-loop or double-loop learning, you are not alone, and it's okay because in real-life projects, these terms or concepts are not as common. However, now that you have encountered them during the practice test, it is time to learn about them and become familiar with these concepts. These terms are mentioned in the Agile Practice Guide, so it's better to become familiar with them before you appear for the exam.
Single-loop learning is the practice of attempting to resolve problems by using specific predefined methods only, and that is what the team has decided to do in the above scenario.
Double-loop learning, on the other hand, challenges the underlying values and assumptions in order to better understand the root causes. It also encourages the development of improved countermeasures.
A heuristic is any approach to problem-solving that employs a practical method sufficient for reaching an immediate, short-term goal or approximation.
"First to five" or "fist of five" is a consensus-building technique used by Agile software development teams to poll team members and come to an agreement.

Question 14:
In order to identify overall project risks & as many risks in the project, Florian, a Berlin-based project manager is thinking of using some kind of framework which should help him get going with risk identification with a few predetermined list of risk categories. Which of the following can Florian use from below?

A. INVEST
B. VUCA
C. TECOP
D. PESTLE

Answer: B, C, D.

Explanation
It is quite common to use an existing framework for the risk identification process in real-world project management. So, don't be surprised if you see a question or two that may make reference to a few of the popular ones used by the project management community.
The idea behind using such risk identification frameworks is to provide a predetermined list. If the project manager or project team is relatively new to the risk identification process and has less knowledge of possible risk categories, these risk identification frameworks can be useful. They can give the project manager or project a good starting point for categorizing the risks. The PMBoK guide mentions at least three such frameworks, as follows:

- PESTLE, which stands for Political, Economic, Social, Technological, Legal, and Environmental.
- VUCA, which stands for Volatility, Uncertainty, Complexity, and Ambiguity.
- TECOP, which stands for Technical, Environmental, Commercial, Operational, Political.

So, Florian can use any of the above three frameworks to identify risks, as these risk frameworks provide a predetermined list. Under each such category, the team can start adding risks.
It's important to note that INVEST is not a risk identification acronym; instead, it is an acronym used in Agile/Scrum. INVEST stands for Independent, Negotiable, Valuable, Estimable, Small, and Testable. It helps agile teams assess the quality of a user story. Teams can use INVEST as a guide for creating meaningful user stories. If a story does not meet one or more of the INVEST criteria in Agile, teams may consider rewording or even rewriting it altogether.

Question 15:
The schedule to complete the artificial intelligence software development work is very tight. However the project manager got approval to hire an auxiliary team to support the in-house team. This auxiliary team will be virtual and will work in a different time zone. The project manager is currently working on the communication and collaboration requirements of the virtual team. Which of the following is the least useful tool for problem solving in a virtual team environment?

A. collaboration site or portal.
B. video conferencing
C. audio conferencing
D. email

Answer: D.

Explanation
Collaboration is essential in virtual project teams because team members in virtual project teams cannot meet face-to-face often to discuss problems. Hence, it is important to identify the right tools for situations like problem-solving or collaborative decision-making in a virtual project team environment.
Determining an appropriate use of technology to more effectively communicate and collaborate among a diverse group of virtual team members is a key practice for successfully integrating the virtual team with the local team.
Email is effective for sharing general project information among team members and can also be useful for getting questions answered from specific stakeholders. However, email is not very effective for problem-solving or, for that matter, collaborative decision-making. The team would be better served by using other tools such as collaboration sites, video, or audio conferencing.

Question 16:
A health startup organization is working on one of their flagship products and they are very close to its release to the public in the coming few weeks. As the product is from the health domain, and it will be sold in North America, Europe, the legal team in the organization wanted to make sure all the health related compliances are included in the product before its launch. Not adhering to these compliance requirements will result in

heavy penalties and there could be complete ban on the product and its sale in the North America and European market. What should the project manager do in such a scenario?

A. Identify all the compliance needs of the product & convert those into must-have requirements and make sure these requirements are built into the product before its launch.

B. Identify all the compliance needs of the product & convert those into nice-to-have requirements. After the project team finishes all the must-have requirements, and only if time permits, build these compliance needs into the product.

C. Identify all the compliance needs of the product & convert those into issues. Record each such issue in the Issue log. Allocate sufficient management reserve & use it in case if any non-compliance is discovered

D. Identify all the compliance needs of the product & convert those into risks. Record each such risk in the risk register. Allocate sufficient contingency reserve & use it in case if any non-compliance is discovered

Answer: A.

Explanation
There are a few aspects of the project that are non-negotiable. The compliance requirements of the product are one such example. If the product is built and deployed without these compliance requirements, or if the product does not meet the standard, it would mean the product will have to be stopped and may need to be decommissioned.
Hence, as a project manager, it is very important to understand and confirm exactly what is required for the project. There is no point in building the whole project with a lot of effort and planning, only to have it rejected by the government or regulatory authority because it does not adhere to the compliance requirements.
What can a project manager do in such a case?
Well, if the project manager converts each of these compliance requirements of the product into must-have requirements (and not as nice-to-have requirements only built if time permits), and the project team incorporates these requirements into the product before its public launch, then the product will be able to fulfill its compliance needs.

Remember, marking these compliance requirements as risks or issues and addressing them only when they are discovered later by the government or regulatory authority is not a proactive approach. Not only may it result in heavy penalties and a loss of reputation for the performing organization, but the government or regulatory authority may decide to impose a complete ban on the product altogether and its sale, as it was launched without adhering to the compliance standard in the first place.

Question 17:
The smart TV project is using Kanban approach for the development work. The project team decided to use Kanban because they wanted to show their real time progress during the project execution, to the project stakeholders. The team is using Kanban board, in which real-time progress of the project work is displayed to the project stakeholders and this Kanban board is kept in a high-traffic area. Which of the following elements is not part of the Kanban board?

A. Columns
B. Visual cards or stickies
C. Work in progress limits
D. Team velocity

Answer: D.

Explanation
Kanban is one of the agile approaches used to manage work in a project. The primary tool employed in the Kanban method is the Kanban board. Perhaps the most significant feature of a Kanban board is its ability to visually depict work at various stages of a process. It uses visual cards or stickies to represent work items and columns to represent each stage of the process.
In addition to visual cards or stickies and columns, the Kanban board also incorporates Work in Progress (WIP) limits. WIP limits denote the maximum number of cards that can be in one column at any given time. For example, a column with a WIP limit of three cannot have more than three cards in it. When the column is "maxed out," the team needs to address those cards and move them forward before new cards can enter that stage of the workflow. These WIP limits are crucial for identifying bottlenecks in the workflow and optimizing flow.

Team velocity is typically used in sprint planning, providing the project team with an idea of how many work items or story points the team has completed during an iteration or sprint. Team velocity is not associated with, and doesn't appear on, the Kanban board.

Question 18:
The team velocity is about 40 story points per sprint. This project team has been working on scrum based delivery for more than 15 months now. The project is transitioning the local data center to AWS cloud. Apart from few reworks due to change in the requirements, most of the sprints goals are achieved by this team. What should be the next goal or aim for this team out of the options below?

A. The team should aim to improve the velocity per sprint by 10%
B. The team should aim to improve the velocity per sprint by 5%
C. The team should aim to improve the velocity per sprint by 1%
D. The team should aim to achieve sustainable development

Answer: D.

Explanation
Would anyone like to work on a project over a weekend or work until 2 a.m. in the morning? The answer is most likely no. We don't want our team working long hours on a regular basis, even if they're willing to. This is the idea behind achieving the team's goal of a sustainable pace for development.
The concept of a sustainable pace for development is also one of the agile principles. Agile processes promote sustainable development. Sponsors, developers, and users should be able to maintain a constant pace indefinitely.

Team velocity is a good indication of the amount of work that the team has been performing over the last few iterations, but maximizing team velocity should not be the goal. Instead, an agile team should focus on the sustainable pace of development.

Question 19:
During the project execution, there is one additional use case which has popped up. Both the business team as well as the project development team are unsure if they are supposed to include this additional use case into the project requirement or not. Because of this indecision the morale of the project team is going down. Which of the following can you use to make sure that the team can make appropriate decisions to either include or exclude the new use case?

A. Project vision and objectives
B. Project management plan
C. Project roadmap
D. Project charter

Answer: A.

Explanation
It is very important that everyone who is working on the project is crystal clear in terms of the project's vision and project objectives. The project vision and the objectives which the project is trying to accomplish are communicated to the entire project team at the beginning of the project, and it should also be communicated throughout the life cycle of the project. Sometimes, if the project team is not able to make a decision on whether to include a specific feature into the project or not, then revisiting the project vision and the project objectives can help the team get a clear idea of what the project is trying to achieve.
If the new use case, requirement, or feature is in line with the project vision and objectives of the project, then the project team can decide to include the new use case. Otherwise, if there is a mismatch, the project team can drop the new use case.

Question 20:
Pradeep is project manager and he and team are working on resource management planning for their project. The project involves constructing an electric transformer. This transformer construction needs many spare parts, testing equipment, and people with multiple diverse skills, to make it a success. Which of the following should Pradeep use to know which resources are to be used when?

A. Stakeholder engagement assessment matrix
B. Project schedule
C. Risk register
D. Requirement traceability matrix

Answer: B.

Explanation
The PMP exam tests your understanding of all the project domains in an integrated fashion. For example, when a project manager is planning for project resources, there is a good chance

that this resource planning will need several other supporting project artifacts, such as the scope baseline (to understand the scope of work, based on which resource planning will be done) or the schedule.
In this scenario, the project team is working on resource management planning, and as a project manager, Pradeep wanted to know which resources are to be used and when - and this information comes from another project domain, the project schedule.
The project schedule contains all the details of the timelines of the project activities, their sequence, and the estimations for completing the activities, among other things.
So, it is not only important for a project manager to know what resources are needed and in what quantity, but it is also equally important to know "when" they are needed.

For example, in a large construction project that spans many years, specific materials such as cement for construction may be needed much later in the project, only after some foundational work is complete. As a project manager, one should plan for these resources during the planning phase and consider the optimal time to make them available for the project based on the actual need.
Placing an order for a resource that is not needed until a few years down the line is a waste of organizational money. And, at the same time, ordering resources at a very high cost just because it is urgent or needed now is also not optimal.

Hence, project managers should plan for project resources, both in terms of quantity and the timing during the project when those resources are required for their optimal use.
Out of the given choices, the project schedule contains all the details of the timelines of the project activities, and therefore, it is the correct choice.

Question 21:
Your team just developed the project scope statement for their project whose goal is to develop an electronic toy for children age below 7. Since the team has developed a similar product a few months ago and the requirement for this project is almost exactly the same as the previous project, this project will use the traditional/waterfall style project management approach. Which of the following is incorrect when it comes to project scope statements?

A. Project scope statement is the description of the project scope, major project deliverables, and the exclusions
B. Project scope statement is the description of the project scope, major project deliverables, but does not include the exclusions.
C. Project scope statement includes project scope and the product scope both.
D. The project scope statement guides the project team during the project execution and provides the baseline for evaluating whether requests for changes or additional work are contained within or outside the project's boundaries.

Answer: B.

Explanation

The project scope statement is the description of the scope, and it includes both the project scope and the product scope, major project deliverables, and exclusions. Project scope

statements provide a common understanding of the project scope among project stakeholders. Besides containing what is included in the project and the product scope, the project scope statement may also contain explicit scope exclusions that can assist in managing stakeholder expectations. It is always recommended to clarify what is included and what is excluded when developing the project scope statement.
Once the project scope statement is ready and shared with stakeholders, they will understand what the project scope does not contain or what is excluded. This helps set the right expectations with the stakeholders, as there is no ambiguity. They will know what will be done or included by the end of the project and what is not.

Question 22:
The highway construction project to connect the 2 cities of Ukraine is a long-term project and Vasyl is working as a project manager on this project. Vasyl is currently working on a benefits management plan for this project. Which of the following should not be part of the benefits management plan of this project? Select all that apply.

A. Expected tangible and intangible values to be gained by the implementation of the project
B. Stakeholder engagement assessment metrics
C. Cost baseline
D. Measures to be used to show the benefits realized
E. Timeframe for realizing the benefits

Answer: A, D, E.

Explanation
The business benefits management plan, along with the business case, are the two useful business documents that, as a project manager, you should know. This knowledge is essential not only for the PMI PMP exam but also for the projects in which you are currently working or will work in the future.
In every project's initial stages, there are always expected benefits. Even if a project is initiated to meet regulatory or legal requirements, it still serves to help the performing organization avoid financial penalties that might otherwise be imposed.

In the benefits management plan, you should include:

1. The expected tangible and intangible values to be gained through the project's implementation.
2. The timeframe for realizing these benefits; for example, the project will start generating benefits after 2 weeks in production and will continue to do so for the next 3 years.
3. The measures to be used to demonstrate the realized benefits.

The Stakeholder Engagement Assessment Metrics help the project team understand the current and desired levels of engagement with the project's stakeholders. However, this should not be part of the business benefits management plan. Cost baselines, on the other hand, pertain to the overall cost of a project in a specific period and are part of the cost management plan, rather than being associated with the business benefits management plan.

Question 23:

The last demo was not very successful because the team felt that they missed many requirements, and the product owner was not very happy with the progress so far. The project team consists of highly motivated individuals, and they realize that the progress made so far is not up to the mark and not fulfilling the expectations of the product owner. The team is willing to find the root cause of the missed requirement and that is why they wanted to know about the conductor retrospective. When can the team do the retrospective? Select all choices which you think are correct.

A. When more than a few weeks have passed since the previous retrospective
B. When the team appears to be stuck and completed work is not flowing through the team
C. When the team reaches any other milestone
D. The team completes a release or ships something, it does not have to be a monumental increment, it can be any release no matter how small.
E. All of the above.

Answer: E.

Explanation

For those without prior experience working with agile practices and processes, answering this question can be challenging. The retrospective meeting is one of the most crucial agile practices because it enables the project team to learn from, improve, and adapt its processes. Retrospectives help the team learn from their previous work on the product.

One of the principles behind agile is, "At regular intervals, the team reflects on how to become more effective and adjusts its behavior accordingly." Teams can effectively implement this principle by conducting frequent retrospectives. According to the Agile Practice Guide, retrospectives can be conducted at the following times:

- When the team completes a release or ships something. It doesn't have to be a monumental increment; it can be any release, no matter how small.
- When more than a few weeks have passed since the previous retrospective.
- When the team appears to be stuck, and completed work is not flowing through the team.
- When the team reaches any other milestone.

Question 24:

Apart from the Project management responsibilities, Sushil is also given the responsibility of the annual performance appraisal for the team members who are working with him in his project. The project team consists of more than 20 people and Sushil has decided to write down the feedback about each of these team members in the performance appraisal sheet. Apart from the feedback the performance appraisal sheet contains salary component details of the employees. This performance appraisal sheet is shared with all the stakeholders and in order to prevent accidental deletion, Sushil asked the IT admin to always take a back up of this sheet after every few minutes. And to be

able to retrieve the previous versions of the performance appraisal sheet, Sushil enabled the version control on the performance appraisal sheet. Has Sushil done everything correct as far as the project artifact management is concerned?

A. Yes, Sushil has ensured the backup, version control and accessibility to all.

B. Nope, Sushil should not share the performance appraisal sheet with all the stakeholders as it contains the private information (about team member's performance and salary) in it.

C. Nope, there is no need to include the version control for the performance appraisal sheet, only the project related documents the version control should be applied to.

D. Nope, there is no need for backup of the performance appraisal sheet, only the project related documents needs to be backed up.

Answer: B.

Explanation

As a project manager, sometimes you may have to perform additional roles. Such a role could involve conducting the annual performance appraisal of the team members working with you on the project team. This might be more common in a small organization where it is not possible or cost-effective to hire two managers: one as a project manager and the other as a functional manager. Instead, the project manager may have to perform a dual role.

In this specific case, it is mentioned that the project manager has created the document, the performance appraisal sheet. However, sharing it with all the other stakeholders is not a good idea because it is mentioned that, apart from the personal and individual performance, which will be recorded in the performance appraisal sheet, there are also the salary details of an individual employee in that sheet. These details should not be shared with all the stakeholders.

Managing project artifacts effectively includes the following steps:

1. Determine the requirements for project artifacts, what is needed, when it is needed, and who will create/update those project artifacts. In this scenario, not all project stakeholders need access to that appraisal sheet.
2. Validate that the project information is kept up to date and that project information is accessible to all stakeholders. However, personal information such as salary details should not be made public.
3. Continually assess the effectiveness of the management of the project artifacts.

Question 25:

The Internet of Things project is the first of its type to be developed by Skill Valley Inc. And the work which will be done by the engineering team of Skill Valley Inc. will be the IoT software development work. The organization has decided to use the scrum for this product development. Currently, the scrum team formation is taking place who will work on IoT software development work. Which of the following are the desired characteristics of the scrum team? Select all that are correct.

A. Motivated

B. Team members with more than 5+ years of experience and expertise in IoT software development work.
C. Cross-functional
D. Self organizing

Answer: A, C, D.

Explanation
How the agile or Scrum team is formed for the project and what are the essential qualities of a Scrum team can be tested on the exam.
The experience and expertise in the domain of a project will definitely vary, and depending on the complexity of the project, different combinations of experience and expertise of the team members will be considered while forming the project team.
For example, consider a nuclear power plant project, which is highly sensitive. If things go wrong in such a project, there will be chaos. As a project manager, you would want a good mix of both expertise and experienced staff to work on it. Freshers or people with less or no prior experience in the project domain can be a significant risk on such a sensitive and life-impacting project.

However, the general qualities to look for while forming the project team include:
- Team members who are highly motivated and self-driven.
- People with cross-functional skills.
- A self-organizing and self-managing team.
- Having team members with certain experience and expertise (5+ years of experience) is definitely good to have, but that is not mandatory and is not always possible in a project context.

Question 26:
The project aims to build solar panels on rooftops of all the government buildings along the 500 KM long national highways in Canada. This project is expected to be very large in terms of duration (3 years or more), cost (over 10M Dollars) and team size (more than 360 people) & multiple vendor teams (8) working - all at the same time. During the project execution of such a large project, which of the following can help the project manager direct and manage the project work?
A. Stakeholder register
B. Project management information system or PMIS
C. Monte Carlo analysis
D. Risk register

Answer: B.

Explanation
The key point to understand in this scenario is that the project manager needs a tool to properly direct and manage the project work during project execution. Out of the given choices, the Project Management Information System (PMIS) can provide access to information technology software tools, such as scheduling software, authorization systems,

configuration management systems, information collection and distribution systems, as well as interfaces to other online automated systems like corporate knowledge base repositories.
By using the Project Management Information System (PMIS) tools that it provides, the project manager will be able to properly direct and manage the project work during project execution.
Other project artifacts, such as the risk register and stakeholder registers, are useful as references to understand project risks and key stakeholders but don't directly assist the project manager in directing and managing the project work during project execution.
Monte Carlo analysis is useful for quantitative risk assessments but doesn't directly assist the project manager in directing and managing the project work during project execution.

Question 27:
The team is using the scrum framework for the project. The team is working on a software development project to develop a set of third party libraries. Because the nature of work involves a lot of software development practices to be used, the team has decided on techniques such as pair programming and test first development. The organizational leadership wanted to understand when the project will be completed. They don't need the exact date but want an approximate timeframe so that they can work with other departments within the organization to complete a few additional formalities. Which of the following can be used to tell the organizational leadership about the project completion?

A. Schedule Performance Index or SPI
B. Team velocity
C. Gantt chart
D. In agile/scrum, there is no way to tell the end date of the project as the requirements are expected to change throughout the project.

Answer: B.

Explanation
There are a couple of things that you should be able to identify from this scenario.

1. First of all, the project is using agile and Scrum methodology, and this means that some of the options can be easily removed because they are not widely used in agile and Scrum, such as Gantt charts.
2. It is not the case that when it comes to agile and Scrum framework delivery, the team cannot predict the completion date.
3. While it is true that in agile, the requirements are not always very clear, especially at the beginning of the project, it does not mean that the project team cannot provide an approximate date by which the project will be completed.
4. It is usually the project sponsor or the individuals from organizational leadership who want to know when the project will be done. Once the team establishes a reliable velocity, which basically refers to the average number of stories or story points completed per iteration, the team can predict how much longer the project

will take, and based on that, the project completion date can be shared with organizational leadership.

5. Remember that it is mentioned in the question that organizational leadership does not want an accurate or fixed date, but they want to understand the rough time frame around when the project will be completed so that they can work with other project departments and complete other formalities. This information can be shared using team velocity.
6. The Schedule Performance Index is useful to understand whether the project is on schedule or not, but it doesn't help provide details about the project completion date.

Question 28:
Babar is a project manager working from the Karachi office in Pakistan. While most of the team members from Babar's team are located in Pakistan some of the team members including the customer are located in the United States of America.
Last week, the project team obtained the verified deliverables from the QA team and worked on formalizing the acceptance of the completed project deliverables.
Based on the above, which is the most likely process followed by Babar and his project team?

A. Define the scope
B. Control Scope
C. Validate Scope
D. Control Quality

Answer: C.

Explanation
There will be PMP exam questions that test your understanding of multiple processes explained in the PMBOK Guide 6th Edition. While PMI never disclosed the exact number of questions one will receive in the exam regarding the processes, one can reasonably assume that there will be a substantial number of questions related to processes used in project management.
"Validate Scope" is the process of formalizing acceptance of the completed project deliverables. The verified deliverables from the "Control Quality" process are an input to the "Validate Scope" process.
One of the main outputs of the scope validation process is accepted deliverables, which are formally signed off and approved by authorized stakeholders, such as the customer.
Therefore, stakeholders need to get involved early on during planning and provide input about the quality of deliverables so that "Control Quality" can assess performance and recommend necessary changes, if any.
Since the team was formalizing the acceptance of completed project deliverables, the other choices, such as "Control Scope" or "Define Scope," and "Control Quality," are incorrect.

Question 29:

The business case and the project charter documents are shared with the project manager and few of the team members who will work on the project are also available to work on the project planning effort. There is not a lot of information currently unavailable in terms of the resource availability, the kind of risks that the project faces and the availability of the skills within the team. However the project sponsor asked the project manager to share the estimation in order to complete the project & the project manager decided to share the estimation in terms of range. Which one is most likely to be the estimation range for this scenario?

A. -5 to +10%
B. Cannot provide the estimates based on the details mentioned in the scenario.
C. -25 to +75%
D. -2 to +5%

Answer: C.

Explanation
On many occasions, there will be a need, mostly coming from the project sponsor, and sometimes from the senior leadership, to understand the estimated time required to complete the project. This may be necessary because the project sponsor or the leadership team wants to communicate the project's end date to other stakeholders, such as the marketing team, to provide them with sufficient time for promotions and marketing of the product, if needed.
As a project manager, you should possess technical expertise in various methods for project estimation. Project estimates can vary depending on the available information. For example, in the current project mentioned in this scenario, it appears that there is a lot of uncertainty, and the team currently lacks comprehensive information.
The project manager is unsure about resource availability and the team's skill set to execute the project. Furthermore, there is a lack of clarity concerning project risks. All of these factors contribute to the project's high level of uncertainty at this point in time, resulting in a broad range of estimations, ranging from -25% to +75%.

Question 30:
In the past, there were occasions when the development team didn't have the sufficient number of user stories to work on in the sprint. However, the team identified this issue and started having the backlog grooming or a backlog refinement meeting.
Right now the team is doing the backlog grooming or a backlog refinement meeting randomly. As an experienced agile practitioner, what should be your recommendation to the team about the timing of the backlog grooming or a backlog refinement meeting?

A. There is no rule regarding the timing of the backlog grooming or a backlog refinement meeting. The project team can continue to have it randomly.
B. The team should have the backlog grooming or backlog refinement daily after the daily scrum.
C. The team should have the backlog grooming or backlog refinement meeting in the middle of the Sprint

D. The team should have the backlog grooming or backlog refinement meeting after the sprint planning.

Answer: C.

Explanation
When the project uses Scrum, there are Scrum events or ceremonies that need to occur correctly for the most effective utilization of Scrum methods and practices for the project team. Before the sprint begins, there will be a sprint planning meeting. During the sprint planning meeting, the project team decides on which stories they will work on in the upcoming sprint. The selected user stories then constitute the sprint backlog.
To ensure the project team selects the right number of stories, it is important that the product backlog contains a sufficient number of stories with all the necessary details, such as acceptance criteria, any technical documentation, and any additional information the team may need to complete the user stories.
Generally, there will be a dedicated meeting called a backlog refinement meeting or backlog grooming meeting in which team members prepare or groom the user stories to make them ready for future sprints.
The product owner often collaborates with the development team to prepare some user stories for the upcoming Sprint during one or more sessions in the middle of the sprint or iteration.
Therefore, the team should have the backlog grooming or backlog refinement meeting in the middle of the sprint.

Question 31:
There is an ambiguity about what needs to be done to develop the backend code for the website project. This is because the current project team doesn't have the skills to develop the backend code for the website. While some team members have shown the willingness to learn the skill that can help develop the backend code for the website, the training for such skill acquisition would cost more money to the project and is certain to have an impact on the project schedule, as the training is to be conducted for 6-weeks. Which of the following can a project manager use to reach a decision?

A. Stakeholder analysis
B. Monte Carlo analysis
C. Make or buy analysis
D. Reserve analysis

Answer: C.

Explanation
This scenario is fairly common in real-world projects, where the project team may not possess all the skills and competencies needed to complete all the project deliverables. Remember that the project team members may be motivated and willing to learn new skills, which is obviously a welcome and much-appreciated team quality. However, the project manager must consider other factors, such as additional costs that may be involved in providing new skill acquisition, as well as the impact of new skill acquisition on the overall schedule or the key milestones that the project may have to meet.

A make-or-buy analysis is a useful technique because it can help the project team determine whether the project work can be developed by the project team or should be purchased from external sources. There are multiple factors that the project manager must consider while conducting the make-or-buy analysis, such as cost, time, quality, skill sets, necessary resources, etc.
Monte Carlo analysis is used for analyzing the impact of risks and is not suitable for deciding whether a team should develop the solution in-house or use external sources. Reserve analysis is used to understand how much money is spent versus the amount remaining after the risk responses are implemented, but it is not useful for deciding whether a team should develop the solution in-house or use external sources. Stakeholder analysis, too, is focused on understanding the characteristics of the project stakeholders, such as their interests and power, and is not useful for deciding whether a team should develop the solution in-house or use external sources.

Question 32:
For the upcoming ceiling fan development project, you and your team are working on project artifacts development. The project is still in the planning phase. There are many project artifacts which are needed to be developed for the successful and smooth project execution. Select all the matching pairs from the below which correctly outlines the project artifact and who is most likely to create it for the project.

A. Project charter : Project sponsor
B. Business case : project sponsor and/or business analyst
C. Project management plan: Project sponsor
D. Stakeholder register : project manager and/or project team

Answer: A, B, D.

Explanation
This question is an example of a multiple-selection, as well as a matching-pair style format. In the new PMP exam, you can expect a few such questions in this format. As a project manager, you probably have to make use of many of the artifacts and documents. You may also need to create many project documents and artifacts during the project execution. Because of this reason, you need a clear understanding as a project manager of which documents you will be creating and which documents will be created for you by the other teams, such as the project sponsor and the business team.
A business case is one such document. This document is generally created prior to or at the very beginning of the project. The project manager is not usually involved in the creation of the business case document. It is typically either created by the business team or by the project sponsor if he/she is aware of the business side of things.
Similarly, the project charter is generally developed prior to or at the very beginning of the project, and typically, it is the project sponsor who is responsible for the project charter.
Once the project manager is assigned to the project, he or she, along with the project team, can start the identification of stakeholders and create a stakeholder register which will contain the list of identified project stakeholders.

The project management plan: Project sponsor is obviously an incorrect choice because it is the project manager, along with the project team, who will develop the entire project management plan. The project sponsor may help the project team review the plan or provide suggestions in the project management plan, but the complete ownership of developing the project management plan is with the project manager, not with the project sponsor.

Question 33:
David, who is the PM for TV set-top box, has been asked to provide rough order of magnitude (ROM) estimates for the new set-top box development work. As not much information was available, David gave an estimate in the range of -25% to +75%. After the technical review by the architect teams, now much more information about the set-top box is available. The leadership again asked David to provide rough order of magnitude (ROM) estimates. Which of the following David is most likely to do?

A. As more details are available post technical review, David should provide ROM estimates in the range -30% to +80%.
B. As more details are available post technical review, David should provide ROM estimates in the range -35% to +85%.
C. David should not adjust the ROM estimates based on technical review
D. As more details are available post technical review, David should provide ROM estimates in the range -5% to +10%.

Answer: D.

Explanation
The mention of set-top boxes as a product of a project or various numbers in percentages in this question is really distracting. The main point here is to understand that rough order of magnitude (ROM) estimates depend on information available at a given point in time. So, it is obvious that when David was aware of fewer details, the range was much broader (-25% to +75%), but as more project details are available post-technical review, David can narrow these ROM estimates in the range of -5% to +10%.
Again, more than a number, the key takeaway here is that the ROM estimate range narrows as more information is known to the PM and the project team. Hence, as more details are available post-technical review, David should provide ROM estimates in the range of -5% to +10%. The other two choices that mention broader ranges (-30% to +80% or -35% to +85%) are obviously incorrect because with more information, the ROM estimate range should narrow.
Also, it is imperative to adjust the estimates based on new information so that the PM can plan the project based on the latest status/data to reflect the true needs of the project. Hence, David should not adjust the ROM estimates based on the technical review is an incorrect choice.

Question 34:
You work as an agile project manager in a software/IT company. For the upcoming artificial intelligence software development project on which your project team is about to start the work, the business requirements are not very clear as of now. The Organizational leadership wants the project team to start the project because otherwise

there is a fear that the other competitors may launch their artificial intelligence software before your organization. Which of the following is the right approach which the project manager should take in this scenario?

A. spend more time on defining and agreeing on the scope in this early stage of the project.
B. spend more time on defining and agreeing on the scope in this early stage of the project, and less time on establishing the process to discover and refine the project scope
C. In agile projects, scope need not have to be defined, instead focus on developing the software right away and add the changes as and when asked by the leadership
D. spend less time on defining and agreeing on the scope in this early stage of the project, instead focus on establishing the process to discover and refine the project scope

Answer: D.

Explanation
While Agile certainly encourages changes, even late in the development cycle, this does not mean Agile encourages uncontrolled changes. So, the choice. In Agile projects, scope does not have to be defined; instead, focus on developing the software right away and add the changes as and when asked by the leadership is incorrect.
So, what should an Agile practitioner do when the scope of the project itself is not well-defined?
The idea is that while the entire project scope might not be fully known in the early stages of the project, the project team should spend less time defining and agreeing on the scope in this early stage of the project. Instead, focus on establishing the process to discover and refine the project scope.
With the above approach, the team can get started on the project with what is known as of now and discover and refine the additional project scope as the team understands more about the project, its environment, and its dependencies, etc.
Spending more time on upfront planning is just not wise, as the project requirements are expected to change as the team discovers new things related to the project during the execution.

Question 35:
The project team is working on a software development project for the defense system and the team is using the scrum framework. This is a USA government project. During one of the daily stand up meeting few team members informed that they are getting the invites from other department within the organization to attend design workshop The project team members feel that the design workshop is not relevant to the kind of work that they are doing and attending the workshop will cause disruption to their work that they are currently doing in the Sprint and if they attend the workshop there is a good chance that the planned Sprint work will be disrupted. Who is responsible to defend the team from such disruptions in the scrum framework?

A. The scrum master
B. The product owner

C. The functional manager
D. The agile coach

Answer: A.

Explanation
You can expect a few questions about Scrum on the PMP exam since Scrum is one of the most popular and widely used agile frameworks. The Scrum framework is typically used for single-team product development. To use or apply the Scrum framework, you should be familiar with the following parameters:

- Scrum roles: Product Owner, Scrum Master, and the Development Team.
- Scrum events or ceremonies: Daily Stand-up, Backlog Refinement Meeting, Sprint Retrospective, and Sprint Review.
- Scrum artifacts: Sprint Backlog, Product Backlog, and Product Increment.

This question scenario tests your understanding of Scrum roles, determining who is responsible for what in Scrum. You will encounter similar questions in three other practice tests to ensure you gain sufficient exposure to these scenario-based, practical questions on Scrum.
In most real-world projects, as a Scrum Master, you may encounter situations where project team members become distracted by other activities. It is the responsibility of the Scrum Master to ensure that the project team remains focused during the Sprint and that Sprint goals are achieved.
To achieve this objective, it is crucial that the team remains shielded from external disruptions. Therefore, one of the responsibilities of the Scrum Master is to defend the team from such disruptions.
The role of the Scrum Master is vital in the Scrum framework because one of their key responsibilities is to remove obstacles or impediments faced by the project team during the Sprint. Additionally, apart from helping the team by removing obstacles, another essential responsibility of the Scrum Master is to coach the Development Team on the Scrum framework and ensure that team members correctly use the Scrum framework, its events, and artifacts for their intended purposes and in the right way.

Question 36:
You found that 2 team members are gossiping about the product manager of their team and are doing it outside the workspace. You are junior to these team members in the organization hierarchy. What should you do in this scenario?

A. Tolerate the behavior
B. Join their conversation and share your views
C. Ignore the behavior
D. Confront the behavior

Answer: D.

Explanation

As a project manager, we should conduct ourselves in a professional manner, even when it is not reciprocated. An implication of these provisions is that we should avoid engaging in gossip and making negative remarks to undermine another person's reputation. We also have a duty under this code to confront others who engage in these types of behaviors.

Question 37:
Wei works as a project manager in a PMO, from the company's office in Rome, Italy. Her organization has been facing a lot of competition from the other companies in the last few quarters and hence the leadership team in your organization has decided to introduce gradual changes and transition the organization in the next few months to increase the business and profitability. Wei has to work on this change management within her organization. Which of the following should Wei focus on first?

A. She should focus on demonstrating the future state capabilities to build the confidence with the stakeholders.
B. She should focus on identification of activities that will help people prepare for the transition from the current state to the future state
C. She should focus on ensuring that everyone is happy with the transition from the current state to the future state and only after that the transition activities should begin.
D. She should focus on building the rationale to help people understand why change is needed and how the future state of the organization after the change will be better

Answer: D.

Explanation
Managing the changes in the organization to transition it from the current state to the future state can be one of the activities you may undertake as a project manager. There is a mention of this specific topic in the PMBoK Guide 7th Edition, and there is a mention of a model that can be used by practitioners to transition the organization from the current state to the future state.
The first step when making changes in the organization is to formulate the change. This means focusing on building the rationale to help people understand why change is needed and how the organization's future state will be better after the change.
Remember, it may be possible that not everyone will agree with the transition from the current state to the future state, so it is practically impossible to make everyone happy before starting the transition. Thus, the option that suggests focusing on ensuring that everyone is happy with the transition from the current state to the future state before beginning the transition is hard to achieve.
Additionally, focusing on the identification of activities that will help people prepare for the transition from the current state to the future state and demonstrating the future state's capabilities to build confidence with the stakeholders will be much more effective and make sense when people understand why change is needed and how the organization's future state will be better after the change.

Question 38:
In the year 2022, the conflict started between Ukraine and Russia. This conflict had an effect on project teams & team members working from these 2 countries. As a project

manager, what should you do to minimize the impact of changes in an external business environment on your project?
Select all that apply.

A. Assess and prioritize impact on project scope/backlog based on changes in external business environment
B. Survey changes to external business environment
C. Update the risk register and add an entry into it about the war/conflict and send it to all the project stakeholders.
D. Continually review external business environment for impacts on project scope/backlog

Answer: A, B, D.

Explanation
In 2020, the COVID-19 pandemic had an impact on many project teams and team members working across the globe. In the year 2022, a conflict started between Ukraine and Russia, which had an effect on project teams and team members working in these two countries, as well as on projects that were dependent in some ways on people, resources, and materials from these two countries.
As a project manager, the lesson to be learned from the above two examples that occurred in the last few years is that the project's external business environment keeps changing, and as a project manager, you should understand what you should do when the external business environment changes.

As a project manager, you can do the following when the external business environment changes:

1. Survey changes in the external business environment.
2. Continually review the external business environment for impacts on project scope and backlog. Remember that no one saw the COVID-19 pandemic coming, and no one was 100% sure that the conflict would happen in 2022. So, the wise thing to do as a project manager is to keep continually reviewing the external business environment for its impacts on project scope and backlog.
3. Assess and prioritize the impact on the project scope and backlog based on changes in the external business environment.

The conflict that happened in 2022 is not a risk; it is an issue. Risk is something that is a future event that may or may not happen, and thus, updating the risk register and adding an entry about the war or conflict and sending it to all the project stakeholders is not very useful anyway. Of course, it's very hard (close to impossible) for project teams to know about events like pandemics, wars, or other natural calamities such as earthquakes or volcanoes in advance. These are unknowable unknowns.

Question 39:
After spending 2 weeks on identifying the list of activities which they need to do on the project, the project team is happy that they now have a clear understanding of the kind

of work that needs to be done on the upcoming project. The team along with the project manager has created an activity list that includes details such as an activity identifier along with scope of work description for each activity in sufficient detail so that the team members understands what work is required to be completed. What should the team do next?

A. Estimate each activity - the team should create an estimate for each activity. Use 3-point estimation technique.
B. Sequence the activities - the team should be taking the activities and sequencing them in the order in which the work will be performed
C. Compress the schedule by removing the activities - the team should be taking the activities and removing them in the order to speed up the project
D. Estimate each activity - the team should create an estimate for each activity. Use 1-point estimation technique.

Answer: B.

Explanation
You need to understand the multiple steps when creating a schedule for your project. The PMP exam will most likely test your understanding of creating a schedule in depth. So, right after the activity list is created, the next step is to take all the activities from the activity list and sequence them in the order in which the project work will be performed.
It may be possible that this is not how you might currently be doing the scheduling in your real-world project, but for the PMP exam, it is important to understand the scheduling process as described in the PMBoK Guide.
The result is a network diagram, which is sometimes also called a project schedule network diagram. After the sequencing of activities is done, the next step will be to do the estimations for each activity. Now, whether you will use one-point estimation or three-point estimation is irrelevant here because the question asks for the next steps right after the activity list is created, and the correct choice is to sequence the activities.
Nowhere is it mentioned in the scenario that there is a requirement to compress the schedule by removing the activity, and hence that choice is incorrect.

Question 40:
The project is using the scrum framework for the development of an account software tool. During one of the daily standup meetings few project team members complaint that they are not able to download the project technical design document from a shared drive and this is preventing them to work in a collaborative fashion with other team members This is definitely a blocker issue because the team member are not able to share the knowledge and information with each other. Who is responsible for removing this obstacle for the team?

A. The solution architect
B. The scrum master
C. The agile coach
D. The product owner

Answer: B.

Explanation

You can expect a few questions about Scrum on the PMP exam, as Scrum is one of the most popular and widely used Agile frameworks. The Scrum framework is typically used for single-team product development. To use or apply the Scrum framework, you should be familiar with the following parameters:

- Scrum roles - Product Owner, Scrum Master, and the Development Team.
- Scrum events or ceremonies - Daily Stand-up, Backlog Refinement Meeting, Sprint Retrospective, and Sprint Review.
- Scrum artifacts - Sprint Backlog, Product Backlog, and Product Increment.

This question scenario tests your understanding of Scrum roles and who is responsible for what in Scrum. You will encounter questions that test your understanding of Scrum events, ceremonies, and artifacts in this and three other practice tests to ensure you gain sufficient exposure to these scenario-based, practical questions on Scrum.

The Scrum Master role is crucial in the Scrum framework because one of the responsibilities of the Scrum Master is to remove obstacles or impediments faced by the project team during the sprint. In the above scenario, it is evident that the Scrum project team members are blocked because they cannot download files from a shared drive. It is the responsibility of the Scrum Master to ensure this issue is resolved promptly so that team members can freely share knowledge and information with each other.

In addition to helping the team by removing obstacles, another key responsibility of the Scrum Master is to coach the development team on the Scrum framework and ensure that team members correctly use the Scrum framework, its events, and artifacts for their intended purposes and in the right way.

Question 41:

Over the years, Skill Valley Inc. has been using predictive or waterfall style of project management approaches to deliver the projects, and they have been quite successful at it. However, the organization now decided to use agile practices, specially for all the digital projects within the organization to deliver these projects faster. Which of the following is most likely that the team in organizations such as Skill Valley Inc. is most likely to encounter when transitioning into agile delivery?

A. Organizations such as Skill Valley Inc. who are just beginning to use an agile approach also experience a high degree of cost expenditure.

B. Organizations such as Skill Valley Inc. who are just beginning to use an agile approach also experience a high degree of employee attrition.

C. Organizations such as Skill Valley Inc. who are just beginning to use an agile approach also experience a high degree of changes.

D. Organizations such as Skill Valley Inc. who are just beginning to use an agile approach also experience a high degree of team collaboration.

Answer: C.

Explanation

Many organizations that have previously used predictive or waterfall styles of project management can transition into Agile in a phased manner. For example, in this scenario, the performing organization has used a predictive or waterfall style of project management; however, they have now decided to make the transition to Agile-style project management. They are starting with only the digital projects as their first attempt to venture into Agile project delivery, and this is an example of a phased transition.
Remember, all Agile approaches emphasize delivering project outputs early and often, and due to this, organizations that are just beginning to use Agile approaches also experience a high degree of change. Just because an organization is using Agile, it does not automatically mean there will be higher employee attrition. On the other side, there will not necessarily be a higher degree of team collaboration either.
Also, just because the project is using an Agile approach, it does not increase the cost of the project. The project cost depends on several factors, such as the resources used by the project, the type of contract, if any, used by the project, and various other factors.

Question 42:
Akinyemi is a project manager working from the Nigerian office for his organization, who received the order from one of their existing customers and the delivery team is given a task to choose the delivery approach for this new work. The work involves developing a similar product which Akinyemi's delivery team have already developed previously for this customer and most of the requirements are well-known. Also, the delivery team & customers are not familiar with agile and have extensive delivery experience with predictive approaches. Which delivery approach should Akinyemi choose for the aforementioned project?

A. Extreme programming or XP
B. DSDM
C. Predictive approach with upfront planning
D. Agile approach

Answer: C.

Explanation
As a project manager, you may be asked to assist your organization in selecting projects, and not only that, you may also need to help choose the right project management approach for the project. This question scenario is designed to help you understand what factors to keep in mind when selecting the project management approach for a project.
Just because "agile" is a buzzword these days, the project manager should not blindly choose agile for every project in a performing organization. Let's review the requirements/situation in this question scenario:
The work involves developing a product similar to what Akinyemi's delivery team has previously developed for this customer, and most of the requirements are well-known. The delivery team and customers are not familiar with agile and have extensive experience with predictive approaches.
The third point suggests that the delivery team and customers are not familiar with agile, so selecting agile or any of its variants is probably not the best choice. Additionally, both the

delivery team and the client have prior experience with delivery using a predictive approach, making it a less risky choice. Also, since most of the requirements and their details are well-known, a predictive approach with upfront planning can be more useful in such cases.

Question 43:

Umesh recently joined as a project manager in one of the product based companies. The previous project manager was PMP certified and when Umesh was going through the various project management documents the previous manager had developed, he found that the previous project manager had done extensive project planning across various project management domains such as scope management, schedule management & cost management. Umesh came across the contingency reserve section in the cost management plan and he is not clear what is the purpose of contingency reserve. Which of the following correctly describe the need for contingency reserve?

A. Contingency reserves are kept aside to implement a risk response or to respond to a risk event in case it occurs during the project execution.

B. Contingency reserves are kept aside so that if any additional work the project team has to do through the vendor, then funds for that work is to be allocated from the contingency reserve.

C. Contingency reserves are kept aside to buy material needed for the project execution.

D. Contingency reserves are kept aside to provide the training to the project team members in case it is needed in the project.

Answer: A.

Explanation

Almost every project comes with its own risks, and there will be uncertainty around resources, stakeholder behavior, or the availability of funds, etc. This is almost certain in every project, regardless of whether it uses agile or predictive-style project management.

To deal with these uncertainties, the project manager should set aside some funds in the overall project budget to address any uncertainties that may arise during the project execution.

The primary reason for including a contingency reserve fund in the project budget is to ensure that uncertainties can be managed in a way that does not negatively impact the project objectives.

Contingency reserves are allocated to implement a risk response or to address risk events should they occur during the project execution.

The contingency reserve is used when a risk occurs as part of the risk response strategy. The actual impact of the risk is added to the cost or schedule, estimates are updated, and the contingency reserve decreases. However, the baseline remains unchanged.

If risks do not materialize, the contingency reserve associated with those risks is not spent, and the project is completed ahead of schedule and under budget.

Question 44:

Because of the improper format for the API sent by the back end developers, all the front end code is broken and because of this there is a conflict between backend developers and frontend developers. This is badly affecting the overall project delivery

now. As a project manager, you want to resolve the conflict between team members. Which of the following skills are you most likely to use in order to reduce the tension between the team members?

A. Artificial intelligence
B. Team bonding
C. Negotiations skills
D. Emotional intelligence

Answer: D.

Explanation
Have you ever wondered why generic topics like emotional intelligence are included as one of the subjects on the PMP exam? Why is emotional intelligence important for us as project managers?
This is because many researchers have shown that applying emotional intelligence when dealing with the project team and project stakeholders is a significant factor in determining a project's success or failure. Top performers who have successfully completed projects often attribute their success to the appropriate application of emotional intelligence.
As a project manager, you should promote team performance through the application of emotional intelligence by:

- Assessing behavior using personality indicators.
- Analyzing personality indicators and adapting to the emotional needs of key project stakeholders.

Emotional intelligence is the ability to identify, access, and manage one's personal emotions and those of other people, as well as the collective emotions of groups. The project team can use emotional intelligence, especially in very tense situations, to reduce tension and increase cooperation by identifying, assessing, and controlling the sentiments of the project team members.

Question 45:
A new project sponsor who joined last week has asked the project manager about the details such below,

- **What is the length of each iteration?**
- **Which scheduling tool is used by the team?**

The project is using an adaptive project life cycle. To answer the above questions from the new project sponsor, which of the following should the project manager refer to?

A. Scope management plan
B. Sprint backlog
C. Product backlog
D. Schedule management plan

Answer: D.

Explanation

Don't be surprised if you see choices from adaptive and predictive project life cycles given in the same question. Remember, the PMP exam is going to test your understanding of both predictive project life cycle concepts and agile project life cycle concepts.
In a real-world project, concepts and practices from both of these project methodologies are used in a hybrid fashion, creating a mix of both worlds.
In the above scenario, the project manager can refer to the schedule management plan. In the schedule management plan, details such as iteration length and which scheduling software and scheduling tool are used by the project are mentioned.
"Product backlog" and "Sprint backlog" are two terms most likely to be used in Agile/Scrum. I included them as "choices" in the question, as the exam may test your understanding in this way.
The Product backlog and Sprint backlog do not contain schedule information, such as iteration length or the scheduling software and scheduling tool used by the project.
Similarly, the scope management plan focuses on how scope is managed but does not contain schedule information, such as iteration length or the scheduling software and scheduling tool used by the project.

Question 46:
2 team members, Carl and Courtney, are the developers working on the software development project. The team is using scrum. During the daily stand up and in a few other project meetings you have observed that Carl and Courtney are not speaking with each other. You are working in a servant leadership role in this team. Due to this communication bottleneck, there are few issues popping up within the team and you fear that this may have a very negative impact on the project delivery. What should you do as a servant leader in this situation?

A. Do nothing. This is an agile project and the teams are self organizing and the team members will eventually figure it out how to work together.
B. Replace the 2 team members who are not talking to each other
C. Expose the communication bottleneck
D. Raise a complaint to the functional manager of the 2 team members who are not talking to each other

Answer: C.

Explanation
Servant leadership is a leadership philosophy in which the goal of a leader is to practice leading through service to the team. This kind of leadership style is quite different from traditional leadership, where the leader's main focus is the thriving of their company or organization. So, by choosing servant leadership, the leader serves the project team and team members, and when leaders shift their mindset and serve the team first, it benefits the team members immensely. The servant leader works on the development and growth of individual team members, empowers them to make self-decisions, creates an atmosphere of an open and safe environment, and encourages trying out new ways of doing the work.

In this way, the servant leader helps the team members to grow as professionals, and this will eventually result in the growth of the company or the performing organization. Team members not speaking to each other is definitely a very undesirable situation, and as a servant leader, this communication bottleneck has to be exposed first. Once everyone knows that there is a communication bottleneck, the servant leader should then help team members resolve this communication bottleneck.

While agile definitely encourages self-decision and self-organizing teams, sometimes it becomes important for the servant leader to assist the team in these situations. The team members may not be able to resolve the issue on their own, and hence the servant leader has to intervene to unblock the team. Replacing the team members or complaining about them to their functional manager are both not the best choices because neither of them really addresses the root cause.

Question 47:

Robert is working with one of the project teams and the team members of this team are inexperienced in the use of agile and scrum. Robert realized it and he arranged a training program for the team members in the fundamentals of mindset and principles of agile and scrum. The project team has started the project work using scrum from the past week. Using which of the following leadership styles Robert can empower this project team even further?

A. staying aloof from the team and by joining an occasional meeting only when needed

B. supporting the team on their every decision

C. directing the team on dos and don'ts throughout the project

D. leading through the service to the team

Answer: D.

Explanation

In the given scenario, it is mentioned that the project is going to use Agile and the Scrum project management approach for the development of this project. As soon as you understand that the project will use an Agile project management approach, you have to think with an agile mindset and apply Agile principles to decide what the correct choice is.

In an Agile approach, a lot of emphasis is placed on servant leadership as a way to empower the team. Servant leadership is the practice of leading through service to the team with a focus on understanding and addressing the needs of the project team. The servant leader also focuses on the development of the team members to enable the highest possible team performance.

Staying aloof from the team and only occasionally joining team meetings is not the right approach, as you will not know what the team members are going through by staying distant from the team.

Directing the team members on what to do and what not to do is also not recommended because Agile believes in forming the team with motivated individuals and trusting them to get the job done.

Supporting the team members in every decision is also not right because some decisions taken by the team may need to be challenged if they are not appropriate from the project's perspective. Therefore, the servant leader should not blindly support every decision made by the project team.

Question 48:
The customer support team received the feedback from the beta users who are testing the new weighing machine that the machine does not provide the accurate weight when the object is wet. Customer support team wanted to communicate this feedback to the project team so that this finding can be reviewed. However the customer support team don't know whom to contact or escalate this finding to. What is missing in this project?

A. The risk management plan is missing as the defect seems to have escaped.
B. The project governance is missing as there are no clearly defined escalation paths.
C. The scope management is missing as the requirement to calculate the weight when an object is wet is missing.
D. The quality management plan is missing as the defect seems to have escaped.

Answer: B.

Explanation
First of all, there is no mention in the scenario of the expected behavior of the new weighing machine when weighing a wet object. That means it is unclear whether the new weighing machine should provide accurate weight when the object is wet or not. We cannot assume that the weighing machine should provide accurate weight when the object is wet.
Hence, we cannot say for sure whether scope, risk, or quality management is missing in this scenario. However, the fact that the Customer Support team wants to communicate this feedback to the project team, and they don't know whom to contact or escalate this finding to, is clearly a case of missing project governance.

Question 49:
There is a discussion going on about how to operate the projects within the organization. This is because the organization received many offers to execute multiple projects. Some of them are from a single client, and a few of them are interrelated projects. Some of them are from a single client, and a few of them are interrelated. At the same time, there are other projects that are completely different, received from different clients, and are to be developed in a completely different domain from the others. Which of the following is true about how the projects can operate within the organization?

A. Projects can operate within a program or portfolio or as a stand-alone activity.
B. Projects can operate only as a stand-alone activity.
C. Projects can operate within a portfolio or as a stand-alone activity.
D. Projects can operate within a program or as a stand-alone activity.

Answer: A.

Explanation
During the PMP exam, you may encounter a few questions not only related to the project but also concerning programs and portfolios. In general, "project" refers to a specific, singular endeavor aimed at delivering a tangible output. A project manager, the individual responsible for managing the project, ensures that the project delivers its intended output within a defined timeframe and budget.

A program, on the other hand, encompasses multiple projects, typically related and managed and delivered as a single package. Why does the organization seek to run multiple projects in a coordinated fashion like a program? This is because program activities that are managed in a coordinated manner have the potential to achieve benefits that are not available when managing the projects individually.
Similarly, portfolio management involves the management of projects, programs, and operations as a group to attain strategic objectives. The main distinction between portfolio and project management lies in the fact that projects focus on unique, short-term goals, specific singular endeavors, and are temporary, while portfolios concentrate on long-term goals and involve strategic, cohesive objectives.
Therefore, the primary responsibility of a portfolio manager is to ensure that the right projects are selected for their specific portfolio. This entails evaluating each project individually to determine if it aligns with the company's long-term goals. Projects can operate within a program or portfolio or as standalone activities, and it is up to the performing organization to decide how they want to manage the project.

Question 50:
Your team is working on developing the components for 2 wheeler vehicles and The practices followed by the team are inspired from Lean manufacturing. They are using the Kanban method. 2 team members who are more senior than the rest of the team are frequently interrupting other members in the team. These 2 senior members also often come late to most of the team meetings. What can the project manager do in the above situation to create a more collaborative environment and ensure the senior members don't interrupt others and join meetings on time?

A. Project manager should work with the project team and together develop a project charter. In the project charter, establish clear expectations regarding acceptable behavior (such as no interruption when others are expressing their views or join the meeting on time) by the team members.
B. Project manager should work with the project sponsor and together develop a team charter. In the team charter, establish clear expectations regarding acceptable behavior (such as no interruption when others are expressing their views or join the meeting on time) by the team members.
C. Project manager should work with the project team and together develop a team charter. In the team charter, establish clear expectations regarding acceptable behavior (such as no interruption when others are expressing their views or join the meeting on time) by the team members.
D. Project manager should develop a team charter. In the team charter, establish clear expectations regarding acceptable behavior (such as no interruption when others are expressing their views or join the meeting on time) by the team members.

Answer: C.

Explanation
It is quite clear that two of the senior members are not exhibiting acceptable behavior. Interrupting other people while they are expressing their views is inappropriate, and not

adhering to the meeting schedule is also an undesirable habit.
To foster a more collaborative environment, project managers can begin by creating a team charter and involving the project team in its development. The team charter is most effective when the team itself participates in its creation or, at the very least, has the opportunity to contribute to its development. Therefore, the correct approach is for the project manager to collaborate with the project team in creating the team charter. The team charter should clearly establish expectations regarding acceptable behavior by the project team members, such as refraining from interrupting others during their presentations and punctuality in meetings. Developing the team charter with the project sponsor, rather than the project team, may not be as effective, as the team may feel that their views and opinions were not taken into account when establishing working agreements.
It's important to note that a project charter serves as a statement of scope, objectives, and the individuals participating in a project. It initiates the process of defining the roles and responsibilities of project participants and outlines the project's objectives and goals. However, it provides an overview of the project and typically does not establish specific guidelines for team interactions and working agreements among team members. In many projects, it's the project sponsor who primarily drives the development of the project charter, with the project manager sometimes assisting the project sponsor in this process.

Therefore, the option that suggests, "The project manager should work with the project team and collaboratively develop a project charter. Within the project charter, clear expectations regarding acceptable behavior (such as refraining from interrupting others during their presentations and being punctual in meetings) by team members should be established," is also incorrect.

Question 51:
There is a conflict with regards to the delivery between the performing organization which is based in UAE and the vendor whose team is based in Vietnam. The buyer-and-seller were engaged in a contractual relationship using cost reimbursable contract type. The project manager of a buyer organization has been asked by the legal team of the performing organization to share with them the details about legal jurisdiction of a contract. Which of the following should a PM refer to get the details about legal jurisdiction of a contract?

A. Procurement management plan
B. Bid document - request for information
C. Bid document - request for proposal
D. Bid document - request for quotation

Answer: A.

Explanation
Did you get confused with the mention of multiple bid documents in the answer choices? If yes, you may want to revisit the procurement processes in the PMBoK guide and clear any gaps in your understanding of the overall procurement process and the purpose of various project artifacts. Remember, the first step in the procurement processes is to "plan" your

overall procurement activities. Once you have completed this step, you will have a project procurement plan that will contain details such as:

1. Timetable for key project procurement activities.
2. How the procurement process will be coordinated with other project management areas, such as schedule and budget.
3. The currency in which payments are to be made.
4. Legal jurisdiction.

Hence, the project manager can obtain the details of legal jurisdiction by referring to the project procurement plan alone. The bid documents (RFI, RFP, and RFQ) are used to solicit proposals from potential sellers and do not contain details such as legal jurisdiction.

Question 52:
Due to the failure in multiple projects in the last quarter using the predictive approach organizational leadership has decided to use agile based project delivery and follow the principles and recommendations of the agile delivery. Although the project team is relatively new to agile delivery, the agile training program conducted last week was very helpful and the team understood many of the core tenets of agile based delivery. With which other group of people with whom the project team should work daily for a successful project delivery using agile?

A. The procurement team
B. The system admin team
C. The PMO
D. The business people or business team

Answer: D.

Explanation
One of the core tenets of agile-based project delivery is its emphasis on ensuring that the project development team works very closely with the business people or the business team.

In fact, one of the principles of agile states that the business people and the developers must work together daily throughout the project. There are many advantages to developers working together with the business team, such as:

1. Because the development team is working closely with the business development team, there is a good possibility that a common culture and common vocabulary will emerge between the two teams.
2. Both teams feel equally responsible for the quality and functionality of the product.
3. Perhaps one of the most important aspects of the development team working together with the business team is that it has a quick feedback loop. Constant communication between developers and the business team makes it easier to get quick feedback on proposed changes.

It's not that other stakeholders mentioned in the scenario, like the project management office, system admin people, or the procurement team, are not important when it comes to project delivery, but the project team may not necessarily work with those teams on a daily basis. However, with the business people, the project development team should work together daily throughout the project for successful project delivery.

Question 53:
The data engineering project is something which Mathew's team is doing for the first time. Mathew, being an experienced project manager understands that his team will need a technical training on the core knowledge of the data engineering field to successfully complete the data engineering project and hence he is working with some of the local training partners in Raleigh, North Carolina where him and his project team is currently located, for both classroom and online training for data engineering project. Mathew is also identifying who from the team is available as per the resource calendar and accordingly framing the training strategies. Where should Mathew keep all the above details about the training strategies?

A. Resource management plan
B. Team charter
C. Responsibility assignment matrix
D. Resource breakdown structure

Answer: A.

Explanation
In this scenario, the project manager is working on developing the training strategies for the upcoming project, and this could be developed as a part of the team management plan, which, in turn, could be a part of the resource management plan.
A team charter is the document that establishes the team's values, team working agreements, and operating guidelines for the team. The team charter establishes clear expectations regarding acceptable behavior by the project team members. The team charter works best when the team develops it. However, this is not the place to keep the details of the training strategies for the upcoming project.
A resource breakdown structure (RBS) is a tool that lays out the resources needed to complete each task in a project plan or work breakdown structure (WBS). It includes all resource types, including people, time, intangible assets, and tangible assets, etc. However, this is also not the place to keep the details of the training strategies for the upcoming project.
A Responsibility Assignment Matrix or RAM, also referred to as a RACI matrix, is a project management tool with four main roles: responsible, accountable, consulted, and informed. It is a project tracking tool that maps people against specific profiles and tasks in a project. The point is to ensure that as the project progresses, everyone understands who is doing what – and who should be consulted or kept in the loop. However, this is not the place to keep the details of the training strategies for the upcoming project.

Hence, the correct choice is a resource management plan.

Question 54:

The healthcare startup company in California has a very tight budget in which they have to execute the project. The decision is to use an agile based project management approach. If the budget is going to be very strict, which are the other parameters of the project that the project team can adjust in order to fit into the budget constraint?

A. Schedule and Quality
B. Quality and Risks
C. Scope and Schedule
D. Scope and Quality

Answer: C.

Explanation
Just because the cost or the budget of the project is minimal or constrained, does it make sense to deliver the project with low quality or make compromises with regard to the quality of the deliverables of the project? The answer is no. Even if there are budget constraints, the user or the customer of the product still expects a good-quality product when it is launched for general use. Compromising on the risk basically means we are inviting failure because if the project risks are not addressed in a timely fashion, they may lead to project failure. So the option which the project team should choose is an adjustment in the project scope as well as in the project schedule. Adjustment to the project scope could mean cutting down the non-important parts of the project or doing these non-important parts in the later stages of the project. And because the cost is the biggest constraint, the project schedule may have to be adjusted - it could mean extending the end date of the project completion.

Question 55:
You will soon be attending a meeting next week in which you and the other folks from your organization will be speaking with the people from the vendor team who will be doing some of the auxiliary work in your project if the negotiations with the vendor are successful. The vendor team has the necessary skills and expertise which is lacking in your project team and hence it is important that the negotiations are successful with the vendor so that you can onboard the vendor team as soon as possible on your project work. Which of the following negotiation strategies should be avoided? Select all that apply.

A. Win-win
B. Lose-lose
C. Win-lose
D. Lose-win

Answer: B, C, D.

Explanation
This question discusses two important aspects of project management:

1. Vendor management or selecting the appropriate vendor to perform auxiliary work.

2. Negotiation skills to be used while entering into a contractual agreement.

In many project scenarios, it is quite common that not every skill and expertise needed for the project is available within the project team. In such situations, when additional project work requiring special skills is required, it becomes important to avail the services of vendors who may have the expertise to perform the specific work. Usually, such work arrangements are achieved by engaging with vendors through a contractual agreement.
It is evident that the contractual agreement should be a win-win for both the buyer and the vendor, ensuring that both parties achieve their goals when entering into the contractual agreement. Lose-win, win-lose, or lose-lose scenarios are not ideal and should be avoided as much as possible because they result in one party ending up worse off.

Question 56:
The PMO has organized the project management workshop to refresh concepts, tips and tricks, and practices in project management. Few junior members of the team found it very confusing to understand the difference between enterprise environmental factors and organizational process assets. One of the members, Ganesh, was speaking to his colleague, and he said that OPA are internal to the organizations, and EEFs can originate outside of both projects and organizations. Is the above understanding of Ganesh true regarding OPA and EEF?

A. False
B. True

Answer: B.

Explanation
You can expect a few PMP exam questions in this true/false format, so I have included a few from the practice tests.
Enterprise environmental factors, or EEF, encompass all the conditions and systems that are not under the control of the project team and that influence, constrain, or direct the work of the project. This includes things such as the existing internal and external infrastructure, computer systems, networks, and software, as well as naturally occurring phenomena (not just the climate) and legislation that exists both inside and outside of the organization and will affect the way you manage your project. It is important to understand that Enterprise environmental factors, or EEF, can have an impact not just at the project level but can also influence or impact at the program, portfolio, and even at the organizational level.
Organizational process assets (OPA) are internal to the organization, and these can arise from the organization itself. Examples of organizational process assets include the plans, processes, policies, procedures, and knowledge base that are specific to and used by the performing organization. It is evident that these assets will have a considerable influence over the way project management is conducted in the organization.

Question 57:
After trying & failing to deliver a few projects using the predictive management approach in the digital transformation domain the Skill Valley Inc. has now decided to give it a try to the agile project management approach and they decided to use the most

common development methodology which is scrum. The team is planning to decompose bigger units of work into smaller units but the team is not sure about which is the bigger and the smaller unit of work in scrum. Can you help them with the right order from the following?

A. Epics are larger than user stories. Epics are decomposed into tasks, which are further decomposed into the user stories.
B. Epics are larger than user stories. Epics are decomposed into features, which are further decomposed into the user stories.
C. Features are larger than user stories. Features are decomposed into epics, which are further decomposed into the user stories.
D. Epics are larger than user stories. Epics are decomposed into user stories, which are further decomposed into the features.

Answer: B.

Explanation
In a predictive-style project management approach, generally, bigger work items are broken down using decomposition into smaller units to create the work breakdown structure. The WBS contains the work and only the work that the project team is supposed to complete. Similarly, the projects that use an iterative or incremental approach can have high-level themes or epics that are decomposed into features, which are then further decomposed into user stories.
Some agile teams also break down the user stories further into smaller units called tasks.

Question 58:
The project team has decided to use the 3-point estimation for upcoming projects. The team knows there are 3 estimate,

- **most likely denoted by M**
- **optimistic denoted by O**
- **pessimistic denoted by P**

Team to use beta distribution. In order to calculate the expected cost denoted by E, which of the following formula should the team use?

A. E = (4O + M + P)/6
B. E = (O + 4M + P)/6
C. E = (O + M + P)/3
D. E = (O + M + 4P)/6

Answer: B.

Explanation
In the cost management section of the PMBOK Guide, there is some mathematical and formula-related discussion. The exam doesn't always require you to perform the math on your own but can also assess your understanding of how to apply the correct formula or method to derive an estimate. The 3-point estimate is discussed in the PMBOK Guide, and there is a good chance it will appear in the PMP exam in various forms.

In the scenario mentioned, it is stated that the team is using 3-point estimates, and it is explicitly mentioned that the team plans to use the beta distribution. The correct formula for it, as per the PMBOK Guide, is:

E = (O + 4M + P) / 6

The formula will change to E = (O + M + P) / 3 if the team decides to use the triangular distribution. The other choices are incorrect.

Question 59:
The project to develop employee leave applications is in the execution phase. The application build is failing on the windows operating system. This issue is already logged into the issue log document by Thameem who is one of the engineers working on the application. The target resolution date of the issue was last week but yet the issue is still not fixed yet. What can be the possible reason for no progress on this issue?

A. Since the scenario mentioned is not an issue but a risk, Thameem should have added it into a risk register instead of in the issue log.
B. Since the scenario mentioned is happening in the project execution phase, the issue log should not be used to log the issues. Instead, Thameem should add the issue in the PMIS.
C. There is no issue description included for the issue by Thameem while logging the issue in the issue log.
D. There is no owner (a person who needs to fix the issue) is assigned to the issue in the issue log.

Answer: D.

Explanation
The question is vague, as not every single detail is provided in the scenario. There could be similar questions on the PMP exam where not every single detail you need to answer correctly will be provided in the question scenario. You can use techniques such as elimination in order to reach the appropriate answer. Let's start with each choice one by one.

It is mentioned that the application build is failing on the Windows operating system - so this has already happened, and hence this is not a risk. A risk is an event that may or may not happen in the future. So we can eliminate the choice that says, "Since the scenario mentioned is not an issue but a risk, Thameem should have added it to a risk register instead of in the issue log."
Next, the issue log is created during the project execution phase, and any new issues found will be added or removed from it throughout the life cycle of the project. Hence, we can eliminate the choice that says, "Since the scenario mentioned is happening in the project execution phase, the issue log should not be used to log the issues. Instead, Thameem should add the issue to the PMIS."
Next, while adding the issue into the issue log, it is mentioned that the application build is failing on the Windows operating system, which is essentially the issue description added by one of the engineers working on the project. So definitely, the project description is available

in the issue log. Hence, the choice that says, "There is no issue description included for the issue by Thameem while logging the issue in the issue log too can be eliminated."

This leaves us with one choice, which is: "There is no owner (a person who needs to fix the issue) assigned to the issue in the issue log." In order to manage project issues, it is important to assign the issue owner, a person who needs to fix the issue, clearly so that there is no ambiguity about who will fix the issue. Also, the project manager and the team must collaborate with relevant stakeholders on the approach to resolve the issues.

Question 60:
The upcoming game development project for Xbox console is the first project on which few of the team members in the company are going to work on. The development team is skilled in doing the application development work but has no prior experience of game development. What should the project manager do to ensure the team succeeds in the project?

A. The project manager should ensure team uses the pair programming practice
B. The project manager should ensure that the team members are adequately trained in the game development domain
C. The project manager should ensure there exists a dedicated QA or testing team. The members of the testing team will be different from the members of the development team
D. The project manager should ensure team uses the test first development

Answer: B.

Explanation
Some of the practices mentioned, such as test-first development or using pair programming, are certainly useful. However, because the team is entirely new to the game development domain, it is the responsibility of the project manager to ensure and empower the team members in this new domain—game development, in this case. The manager must make sure they are adequately trained before they commence the project development work.

Only after they have been properly trained will they be able to correctly implement pair programming and test-first development practices in the game development domain. Furthermore, having the testing team separate from the development team alone is not sufficient for a successful project.

Question 61:
Julia heard many good things about applying the servant leadership in the project context, from many of her colleagues in the PMO and folks in her network. Julia herself learned about applying servant leadership in the project context during an agile workshop which was arranged by her organization. But Julia is currently working on a project which is using a predictive style of project management approach. Which of the following can Julia choose if she wants to apply servant leadership?

A. While she can apply the servant leadership in the current project, since it is a predictive style project, it won't benefit much.

B. She can apply the servant leadership in her current project as servant leadership is not unique to agile only.
C. She cannot apply servant leadership in her current project. She should talk to the organization leadership and take permission from them to run the project using an agile approach & then apply the servant leadership.
D. She cannot apply the servant leadership in her current project as servant leadership is unique to agile only.

Answer: B.

Explanation
Servant leadership is a leadership philosophy in which the goal of a leader is to practice leading through service to the team. This kind of leadership style approach is quite different from traditional leadership, where the leader's main focus is the thriving of their company or organization. So, by choosing servant leadership, the leader serves the project team and team members, and when leaders shift their mindset to serve the team first, it benefits the team members immensely.
The servant leader works on the development and growth of individual team members, empowers them to make self-decisions, creates an atmosphere of an open and safe environment, and encourages trying out new ways of doing the work. In this way, the servant leader helps the team members grow as professionals, and this will eventually result in the growth of the company or the performing organization.

It is well and truly possible to apply the servant leadership style even in the predictive project management approach. Of course, serving the project team using this kind of leadership style should make sense in the project context and should help the team realize its full potential and achieve the project goal. Servant leadership is not unique to agile, scrum, or any specific agile methodology or framework.

Question 62:
The project team is currently working on defining the overall scope of the project work for the development of the new shaving trimmer product which the company is planning to launch in the next 6 months in the North America region. But it looks like there is a disagreement on what is the product scope and the project scope within the team. Which of the following correctly matches the meaning of project scope, and the product scope?

A. Product scope is the feature and the functions that characterizes a specific product and it also includes the project scope.
B. Project scope is the work performed to deliver a product service or result with the specified features and function and project scope excludes the product scope.
C. Product scope is the feature and the functions that characterizes a specific product.
D. Project scope is the work performed to deliver a product service or result with the specified features and function and project scope excludes the product scope.
E. There is no difference, both project scope and the product scope means the same thing
F. Product scope is the feature and the functions that characterizes a specific product.

G. Project scope is the work performed to deliver a product service or result with the specified features and function and project scope includes the product scope.

Answer: G.

Explanation
The project is a unique endeavor, generally initiated to develop a product, service, or some kind of result. In most cases, the project team works on delivering a product. Let's take an example of a new shaving trimmer product on which this project team is going to work. The shaving trimmer represents the product that will be the outcome after successfully completing the project.
The shaving trimmer product can be characterized by several product features, such as:

- The product will run on battery power.
- The product will have three operating modes.
- The product should be able to perform shaving for at least 60 minutes after a full recharge.

These features and functions define a specific product, the shaving trimmer, and represent the product scope. To successfully deliver this particular product, the project team may need to conduct multiple technical meetings to decide on the product's architecture. The team needs to determine how they will test the product before launch and undertake various other activities necessary to complete the project work. These activities constitute the project scope.

Question 63:
Looks like the road construction work undertaken by the project team will cause traffic congestion. This traffic congestion will affect the life of the people living in the nearby area. The road construction project is about to end in a few days and so far the project is on-time, on-schedule and stakeholders are really happy with the project.
When the project plan was made at the beginning of the project, this traffic congestion scenario was not considered by the project team. What should the project manager do next in the above scenario?

A. The project is on-time, on-schedule and stakeholders are really happy with the project. Follow the project closure activities with due diligence and no further action is needed from the project manager.
B. Since the project is about to be completed, the project manager should prepare a hand-off document for the operations team and highlight them about this traffic congestion scenario and let the operations team manage it.
C. Make the stakeholders aware of the the potential downside (traffic congestion scenario) that the project is cause and project manager should analyze and develop an appropriate steps to manage the potential downside (traffic congestion scenario)
D. The project is introducing an unanticipated and unwanted consequence, and a project manager should analyze and develop an appropriate steps to manage the potential downside (traffic congestion scenario)

Answer: C.

Explanation
One of the 12 project management principles introduced in the PMBoK Guide 7th edition mentions stewardship. This scenario tests your understanding of how a responsible steward should behave in a delicate situation. As a project manager, one must act responsibly to carry out activities with integrity, care, and trustworthiness while meeting compliance with internal and external organizational guidelines.
In the other scenario, the project manager is already aware of the downsides that the road construction project is going to cause for the residents in the nearby area. In this scenario, the project manager should pay close attention and exercise the same level of care over the matters as they would for their personal affairs.
Handing off the work to the operations team or quietly completing the closure activities without addressing the downsides are certainly not the right behaviors.
So, as soon as the project manager understands the potential downsides that the project is going to cause, the very first thing the project manager can do is inform the project stakeholder about this potential downside. Make the stakeholder aware that there is this potential downside coming into the picture, which was not anticipated when project planning was done. Next, the project manager should work with the project team to analyze the situation and develop appropriate plans/steps to address this potential downside issue.

Question 64:
After the Covid-19 pandemic the organization is still recovering and wanted to implement a set of changes to adjust to the new business realities. However, the organization fears that these changes may not go well with many people within the organization and there will be a lot of resistance to these changes. Obviously, the organization wants to minimize the resistance to these changes and yet in future introduce these changes. Which change management model can be applied in this scenario?

A. ADKAR model
B. OSCAR model
C. INVEST model
D. VUCA model

Answer: A.

Explanation
In the PMBoK Guide 7th Edition, various models are described for different purposes. Each model represents a thinking strategy to explain a process, framework, or phenomenon. As a project manager, it is important to be aware of the available models, methods, and artifacts that can be used in the project setting and within the project context. Whenever possible, the project team should avoid using models, methods, and artifacts that:

- Duplicate or add unnecessary project efforts.
- Offer no utility to the project team or project stakeholders.

For the PMP exam, it is advisable to have a topical familiarity with these different models, methods, and artifacts, as they may appear in scenario questions. You will need to select the most appropriate model, method, or artifact based on the given situation. The ADKAR Model

of Change Management is an outcome-oriented change management method that aims to minimize resistance to organizational change. Therefore, this is the preferred choice.
VUCA, INVEST, and OSCAR are all valid acronyms, but they do not represent a change management model.

- VUCA stands for volatility, uncertainty, complexity, and ambiguity, which is used to describe general conditions and situations. It can be employed to identify risks in the project.
- INVEST is related to user stories in an agile context.
- OSCAR is a coaching and mentoring model.

Question 65:
John is a scrum master working from the London office, UK. John's team is working on a 3-week sprint. Few of the team members in the team are not aware or know very little about the product's vision. John wants to help the team better understand the product's vision. Which of the following can help the team know more about the product's vision?

A. Product backlog
B. Product roadmap
C. WBS
D. Prune the product tree

Answer: B.

Explanation
It is important for the project team to know about the product's vision. The project team should be aware of the vision, direction, priorities, and progress of a product over time, and the product roadmap can assist the team with this requirement.
The product roadmap is a plan of action that aligns the organization around short and long-term goals for the product or project, and outlines how they will be achieved.
The product roadmap is a high-level, strategic visual summary that outlines the vision and direction for the product offering over time. It serves as both a strategic reference for stakeholders and a plan for execution.
Therefore, John should collaborate with the product owner of the team and request the product roadmap from the PO or offer assistance in creating one if it doesn't exist. The other three options are not suitable as they will not help the team understand the product's vision.

Question 66:
Jean works for a French multinational consulting company. This consulting company has a reputation of delivering the projects successfully, on-time. For the upcoming project which is related to healthcare domain, there are couple of key points which Jean's project sponsor has asked him to pay attention to,

- **The allocated budget is 200K USD.**
- **Since the project is in the healthcare domain, the project must comply with the regulatory codes.**

The above 2 are examples of which of the following?

A. "assumptions"

B. "blockers"
C. "dependencies"
D. "constraints"

Answer: D.

Explanation
As a project manager, in addition to your knowledge of project management, you should also use vocabulary that is understood by your colleagues and other project stakeholders. Project constraints are nothing but some of the general limitations that you need to account for during the project lifecycle.
In the above scenario, the project budget is fixed, which is 200K USD. This is an example of a cost constraint, and as a project manager, your decisions in the project will be limited by this cost constraint.
Similarly, there is some additional compliance work that you may have to do to adhere to the regulatory needs of a healthcare domain project. This, too, is an example of a project constraint.
Be aware that most of these project constraints impact one another, which is why constraint management is critical for project success.
If you decide that you must expand the project timeline, then you'll likely need to add more resources to the project, which means you need to allocate more money to complete the project as well.
Your project scope will also expand when the time and cost of your project increase.
"Assumptions" is incorrect as these two are facts and known to the team in advance.
Additionally, these are not "dependencies" as such, and they are not "blocking" the team.

Question 67:
The new mobile app to order the food has to be launched in the next 3 months
Due to such a tight deadline, the leadership in the organization has decided to make sure the business team and the mobile software development team work together daily and follow agile practices. Which of the following is not the goal of making the business team and development team work daily together throughout the project.

A. Cross-skilling, make business team skilled enough to do the development and vice versa
B. Quick feedback loop, both development team and business team can share the feedback with each other quickly by working together daily throughout the project
C. Quick clarification of requirement, if the development team wants any clarification around the requirement they can quickly talk to business team and get the clarification
D. Common goal and team binding, both development team and business team feels equally responsible for the quality, functionality of the product

Answer: A.

Explanation
One of the core tenets of agile-based project delivery is its emphasis on ensuring that the project development team works very closely with the business people or the business team.

In fact, one of the principles of agile states that the business people and the developers must work together daily throughout the project. There are many advantages of developers working together with the business team, such as:

- Because the development team is working closely with the business development team, there is a good possibility that a common culture and common vocabulary will emerge between the two teams. In other words, working together can help build a common goal and team binding.
- Both teams feel equally responsible for the quality and functionality of the product.
- Perhaps one of the most important aspects of the development team working together with the business team is that it has a quick feedback loop. Constant communication between developers and the business team makes it easier to get quick feedback on proposed distribution.
- Just like a quick feedback loop, the development team can ask questions to the business team and get their clarification if they do not understand any business requirement.

Cross-skilling, converting the development team into the business team and vice versa, is definitely not the goal of making these two teams work together.

Question 68:
Daniel is working in one of the startups in the bay area. He is responsible not only for the execution of the project but also because this team is newly formed and most of the team members are very young in their careers Daniel is also working on the overall team performance management of his team members. What should be Daniel's approach when it comes to providing feedback to the team members about their performance?

A. Daniel should provide the feedback to the team members after every release
B. Daniel should provide the annual feedback to the team members about their performance
C. Daniel should be provide frequent feedback to the team members throughout the project life cycle
D. Daniel should provide the feedback to the team members after specific milestones such as when design is complete or when development work is complete.

Answer: C.

Explanation
Sometimes, as a project manager, you may have to extend your responsibilities and work on additional tasks, such as performance management of your project team and its members. When it comes to developing the appropriate mechanism to provide feedback on the team's performance, there is no right or wrong approach, but one of the recommended methods is to provide frequent feedback throughout the project's life cycle.
Performance management is an ongoing process, not an annual event. Project managers should discuss progress toward goals during regular one-on-one meetings and performance reviews with their team members. Then, they should outline the next steps for professional development and career growth so that each team member knows exactly what they need to do to continue on their career path.

You don't have to wait for important milestones, such as the design phase or development phase completion, to provide feedback to your team members.
In this specific scenario, it is mentioned that the team members are relatively young in their careers, so as a project manager, you will also be playing the additional role of a team mentor. By providing frequent feedback, you can help team members make course corrections if they've made any mistakes during the execution of the project.

Question 69:
Bill joined the project last week as a PM. Bill has observed that at many places in the project, especially for the cost estimates, there are rounded up figures. For example, for 1 of the work items, the cost estimate of $995.59 was rounded up to $1000. In which of the following documents can Bill find out the details of such adjustments?

A. Cost estimates
B. Cost aggregation
C. Cost management plan
D. Cost of change

Answer: C.

Explanation
This is a relatively straightforward question once you understand the meaning of each of the other options. Cost aggregation is where cost estimates are aggregated by work packages in accordance with the WBS, and the cost estimate itself represents the estimated cost of each work package. Hence, both of these options are unlikely to mention how these costs will be rounded up.
The cost of change usually represents the impact of a change in terms of the cost it may incur on a project. Again, it is unlikely to mention how these costs will be rounded up.
The cost management plan is a subsidiary plan that should contain the details of how the project costs will be planned, structured, and controlled. It will include precision level adjustments, such as rounding up adjustments, as mentioned in the above scenario.

Question 70:
Shaun is about to start work on an agile project. He will be working as an agile project manager. The project plans to use an iteration based delivery approach. The project's goal is to develop a set of third party software libraries and these libraries will later be open sourced to be used in artificial intelligence projects. Which of the following should Shaun focus on as an agile project manager on this project? Select all which you think are correct.

A. select the work items for each iteration
B. ensure the team has the ability to respond to changes
C. complete the detailed level project planning
D. build a collaborative decision-making environment

Answer: B, D.

Explanation

People adapting to Agile project delivery from predictive/waterfall-style project management experience need to understand a few key differences. One of the key differences is that while in predictive/waterfall-style project management, the project manager is in charge of most of the planning and integration effort, in Agile projects, the control of detailed-level project planning is done by the development team, not by the project manager.
Of course, the Agile project manager is still involved in planning activities, such as Agile release planning or iteration planning if the project is using iterative project development. However, it is the development team that selects the work items from the backlog and decides who works on what.
Instead, the focus of an Agile project manager in an Agile project setting should be on:

- Building a collaborative decision-making environment.
- Ensuring that the team has the ability to respond to changes.

Question 71:
Your team is an experienced agile delivery team and they have extensively used Agile delivery practices and have delivered more than 10 projects in the last few years with stakeholder satisfaction. The team uses scrum & put to use many of the scrum events such as daily standup, sprint planning and retrospective. Who should run the "standup" in an agile team?

A. Scrum master runs the daily standups
B. Product owner runs the daily standups
C. Agile coach runs the daily standups
D. Team runs their own standups

Answer: D.

Explanation
No, it's not the scrum master, product owner (PO), or the agile coach, but the team itself that should run their stand-ups. The scrum master may facilitate the arrangement of the stand-up and ensure that it takes place, but it is truly up to the team to ensure they self-organize, ask the right questions of each other, and hold each other accountable for completing the work they committed to the day before and throughout the iteration.
When teams don't conduct these daily stand-up meetings, the team risks losing communication, focus, and momentum, which are necessary to build the right product with the appropriate quality and on time.
The daily stand-up should take place with participants standing up to remind people to keep the meeting short and to the point. The meeting should ideally occur at the same time and location every working day. All team members are encouraged to attend, but the meetings are not postponed if some team members are not present.

Question 72:
Deepak is a project manager working from Delhi office, for his company who works on IT projects mostly. The project on which Deepak and team is a small team with 7 stakeholders. Deepak's project sponsor has asked Deepak to share the number of potential communication channels on his project. What should be Deepak's reply?

A. 21
B. 7
C. 8
D. 9

Answer: A.

Explanation
Yes, this is a formula question from the project communication management, and it is better to be prepared for such questions in case they show up on the PMP Exam. The formula to calculate the number of potential communication channels is as follows:
n * (n - 1)/2, where n represents the number of stakeholders. For Deepak's project, there are 7 stakeholders, and if we use 7 in the above formula, it becomes like this:
7 * (7-1)/2 = 21.

How can this calculation of potential communication channels be useful to you as a project manager?
One gauge of your project's communication complexity is the number of potential communication channels. The more channels there are, the more opportunity there is for "noise" to cause miscommunication in your project.
In the above scenario, you can see that with just a small team of 7 stakeholders, there are 21 potential communication channels. If you replace 7 with a slightly bigger number, say 12, the potential communication channels shoot up to **12 * (12 - 1) / 2 = 66**.
So with just 5 more stakeholders, the potential communication channels increase to 66 (an exponential jump from 21).

This means the project's communication complexity increases exponentially as the number of project stakeholders increases - and this is the key takeaway from this formula regarding potential communication channels.

Question 73:
Govindan is a project manager, who is working from the Singapore office. His project team is spread across the globe, and most of the team members work in a different time zone. Govindan and the project team members work on multiple project artifacts and many of the team members have edit access to various project documents such as risk register, stakeholder register, issue logs and many other project documents.
Because multiple people have access to these documents, Govindan wanted to make sure that multiple copies of the same document should be kept, in case the project needs to roll back any accidental changes. Which of the following should Govindan use to ensure multiple copies of the same document can be retrieved without any confusion and yet allow multiple people an edit access to the document?

A. Use version control.
B. Providing the edit access to multiple team members is bad project management, instead Govindan, being a project manager should make sure that he is the single point of contact to update all the project documents.

C. Ask each team member to create a local copy of each document.
D. Create multiple copies of every document and give edit permission to every document to every member of the team.

Answer: A.

Explanation
As a project manager working with a global team, as mentioned in this scenario, it is critical that you carefully manage the project artifacts. Managing project artifacts includes the following steps:

- Determine the requirements for the project artifacts, including what is needed, when it is needed, and who will create/update those project artifacts.
- Validate that the project information is kept up to date and that project information is accessible to all stakeholders.
- Continually assess the effectiveness of the management of the project artifacts.

In this scenario, the project manager is working with a global team, and in this day and age, it is practically almost impossible for one person to update multiple project documents, such as the risk register, stakeholder register, issue log, and many other similar documents.
Also, creating multiple copies of every single project document or using a local copy is not practical either. Instead, the project manager should use version control. Version control is a method of tracking changes to documents and files to always know which version is the current or the most recent iteration.
It also enables the project team to maintain old versions in case you want to see what's changed or need to restore a previous version.

Question 74:
The project team is working on developing the software for the aeronautics system. This kind of software work is never done by the project team before & it is one of the most critical projects for the performing organization and there is a lot of focus from the senior management on the successful completion of this project. The development team is not very sure which 3rd party library is most effective and offers a rich set of features for the development of authentication in the aeronautics system. What should the agile practitioner or agile project manager should do in this scenario?

A. Since the team is not able to make the decision on their own outsource this work to another company or the team and let this 3rd party team decide which 3rd party library to be used for the authentication in the aeronautic system
B. The Agile project manager should do the research and suggest the best 3rd party library to be used for authentication in the aeronautics system.
C. Let the team do their own research and come up with the appropriate selection for the 3rd party library
D. Instead of relying on 3rd party library ask the team to develop the internal software which country replace the need of the 3rd party library

Answer: C.

Explanation
For the agile project manager or agile practitioner with previous work experience on agile projects, the choice should be obvious. It is the project team that will decide what the right choice of a 3rd-party library is to solve the technical problem the project is facing (authentication in the aeronautics system).
Remember, one of the principles of agile is that we build the project around motivated individuals. We should provide them with the right environment and support that the project team needs, and we have to trust our project team to get the job done. So, in this scenario too, the appropriate choice would be to let the team do their own research and come up with the appropriate selection for the 3rd-party library.
A project manager conducting research on technical matters and then imposing their findings on the project team is not a very good choice. Asking the team to develop the internal software instead of using a 3rd-party library is again a sign of encroaching into the domain of expertise of the project team, so neither of these choices is the best option.
Outsourcing the work to another company is clearly a sign of a lack of confidence in the ability of our team to perform their work and hence is not the best choice either.

Question 75:
The project team is working on risk management planning. The project aims to develop a cement road between 2 cities in Egypt. The project manager and the team knows that the project is fairly long and would have many sources of project risks, both positive and negative. Hence, the project team is looking for a tool which can be used to categorize the risks. Which of the following can be used by the project team for the risk categorization?

A. Work breakdown structure or WBS
B. Risk thresholds
C. Risk management plan
D. Risk breakdown structure or RBS

Answer: D.

Explanation
The PMP exam asks questions about the topic of risk management at a fairly sophisticated level, and you need to recognize that risk management activities are an integral part of the project manager's daily work. In the above scenario, the team is involved in risk management planning and is looking for a tool that can help them categorize the risks. Remember, it is also mentioned in the scenario that the project is fairly large and may span multiple years, so it is important for the project team to conduct proper risk management planning for such a large project.
To categorize or group individual project risks, a common approach is to structure risk categories with a tool called a Risk Breakdown Structure (RBS), which is a hierarchical representation of potential sources of risk.
A Risk Breakdown Structure (RBS) can help the project team consider the full range of sources from which individual project risks may arise, and this can be useful when identifying risks or categorizing identified risks.

The Work Breakdown Structure (WBS) is not useful in the above scenario. The WBS breaks down a project into a hierarchy of deliverables and tasks. It offers a visual way to organize all the deliverables as well as tasks and subtasks in a project, ensuring that nothing gets overlooked and making it easier to manage all aspects of a project. However, in the above scenario, the team is focused on risk identification and categorizing identified risks, so the RBS is the correct choice.
Risk threshold refers to the point beyond which risk is not acceptable. This concept is not useful for categorizing the risks.
The risk management plan is a project artifact that outlines the team's plan to address project risks, and it may mention which tools the team can use for risk identification and categorizing identified risks. However, it is still not useful for actually performing the risk categorization.

Question 76:

The project is in an advanced stage of exploration, the project team has spent considerable time understanding the project requirement. The project team has a good understanding of the business requirements of the project. These business requirements are fairly stable and are not expected to change because the team has multiple meetings with the business team and clarified and agreed upon the final business requirement expected to be developed for the project. Apart from that the project team has the skills necessary to execute the project because the team has done the previous similar project so they have the good knowledge of most of the use cases to be developed due to which the project risk is fairly low. The project sponsor last has asked for the estimation for completing the project and the project manager has decided to share the estimation range. What should be the estimation range that the project manager should be sharing with the project sponsor based on scenario?

A. -25 to 75%
B. -5 to 10%
C. -20 to 75%
D. Cannot provide the estimates based on the details mentioned in the scenario.

Answer: B.

Explanation
On many occasions, there will be a need, mostly coming from the project sponsor, and sometimes from senior leadership, where they want to know the estimation to complete the project. This may be necessary because the project sponsor or the leadership team wants to communicate the end date to other stakeholders, such as the marketing team, to allow them sufficient time for promotions and marketing of the product, for example, if required.

As a project manager, you should be technically aware of how to do project estimations using multiple methods. The project estimates vary depending on the available information. For example, in the current project mentioned in this scenario, it looks like the project team has already spent a considerable amount of time agreeing upon the final business requirements. Besides, the project team already possesses the necessary skills, and it seems they also have previous experience in completing similar use cases.

Moreover, the project's business requirements are not expected to change, so there is not much fear of scope change or scope creep. All of these factors make the project fairly certain at this point in time, and hence the range of estimations will vary between -5% to +10%.

Question 77:
The team velocity of the development team is 30 story points per iteration. The team is working on ERP software development. The team follows a 3-week long iteration. There was a change in the leadership in the last month and a new delivery lead has joined the team. There is an ambition set by the new delivery lead to complete this project and move the people working on this project to another flagship project. However, the team's concern is there are around 15 stories still remaining and the story point for these 15 stories is around 180. In how many iterations can the team finish the remaining stories?

A. 6
B. Cannot estimate based on the given information.
C. 2
D. 12

Answer: A.

Explanation
It is usually the project sponsor or the individuals from organizational leadership who want to know when the project will be completed. Once the team establishes a reliable velocity, which essentially refers to the average number of stories or story points completed per iteration, the team can predict how much longer the project will take. Based on this, the project completion date can be shared with organizational leadership.
In this scenario, the team appears to already know their team velocity, which is 30 story points per iteration.
This means the development team is completing, on average, work worth 30 story points in a 3-week iteration.
If the team maintains the same velocity (30 story points per iteration), which is most likely the case, then for the remaining 180 story points, the team will finish them in 6 iterations, as 180/30 = 6.

Question 78:
Fill in the blanks in the below paragraph. Andrea works as a project manager in a software development company in Rome, Italy. He is currently working on knowledge management planning of his project. Andrea is an experienced project manager and he knows that only __________ knowledge can be shared or captured via documentation.

A. tacit
B. codified explicit
C. explicit
D. codified

Answer: B.

Explanation
The new PMP exam asks questions in multiple formats, such as:

1. Fill in the blanks (like this one).
2. True or false.
3. Multiple selection.
4. Matching the pairs.
5. Single selection from multiple choices.

I have included questions in each of these formats across the practice tests so that you can get sufficient practice in answering them. Knowledge management models divide knowledge into two components:

- Explicit Knowledge, formal and gained through codified frameworks.
- Tacit Knowledge, informal and gained through joint activities among individuals.

It is the codified explicit project knowledge that can be documented.

Question 79:
The project team is using scrum for the automation test suite development work. The team had a dedicated scrum master, product owner and development team whose all members are 100% dedicated to this project. Both the product owner and the development team are new to scrum. At least 3 user stories on which this team is working don't have the acceptance criteria for the current sprint. Who should be responsible for writing an acceptance criteria for the user stories in scrum?

A. The scrum master
B. The development team
C. The product owner
D. The project sponsor

Answer: C.

Explanation
You can expect a few questions from Scrum on the PMP exam, as Scrum is one of the most popular and widely used Agile frameworks. The Scrum framework is a single-team framework, typically used for product development. To use or apply the Scrum framework, you should be familiar with the following parameters:

- Scrum roles - Product Owner, Scrum Master, and the Development Team.
- Scrum events or ceremonies - Daily Stand-Up, Backlog Refinement Meeting, Sprint Retrospective, and Sprint Review.
- Scrum artifacts - Sprint Backlog, Product Backlog, and Product Increment.

This question scenario tests your understanding of Scrum roles, specifically, who is responsible for what in Scrum. You will encounter questions that aim to test your understanding of Scrum events or ceremonies and Scrum artifacts in this and three other practice tests to ensure you gain sufficient exposure to these scenario-based practical questions on Scrum.

In Scrum, the Product Owner is responsible for developing the user stories, and clear acceptance criteria are a part of a well-written user story. Acceptance criteria define the boundaries of user stories and provide precise details on functionality to help the team understand whether the story is completed and works as expected. Therefore, it is the Product Owner who must ensure that the user stories have clear acceptance criteria.

Question 80:
The project team has been giving feedback to a project manager that they don't have the clarity of what is the project vision. The team hence is not feeling a sense of direction & the project manager wants to help the team to stay on course. Which project role is best suited to help the team better understand the project vision?

A. Project manager
B. QA manager
C. Project sponsor
D. Functional manager

Answer: C.

Explanation
One of the key responsibilities of the project sponsor is to help the team understand the project's vision. The project sponsor is responsible for a few other aspects of the project, such as:

- Value or benefits realization.
- Aligning the project with the business strategy, goals, and objectives.
- Defining success criteria for the project and how it fits within the overall business of the performing organization.

The project sponsor plays a vital role during the initial phase of the project and is instrumental in selecting the project manager during the initiation phase. They provide the project manager with a clear mandate, context for the project, and set the level of authority for the project manager. The other roles mentioned in the scenario are not the best suited to explain the project's vision to the team.

Question 81:
George has joined a new project team. George has previously worked with multiple teams within the same organization but project team with whom he is now going to work, he has never worked with them before. Because he is joining the new team, he wanted to understand the project's team culture so that he can quickly adapt in the new team environment. Which of the following statements is/are true about the project team culture? Select all which are true.

A. Project team culture can be deliberately developed by developing ground rules and team norms.
B. Each project team develops its own team culture.
C. Project managers who lack cultural awareness can become restricted and handicapped by the values and beliefs of the base team's culture. They can have difficulty

understanding and adapting to different norms and behaviors of the team members.

D. There is no influence of organizational culture on the project team culture.

Answer: A, B, C.

Explanation

As a project leader or manager, it is very important for you to understand both the project team's culture and the organizational culture. Both of these cultures have a significant influence on the way projects will be executed by the project team within the organization. A strong culture tends to have a significant influence and also shapes an organization's decision patterns. It can guide the actions taken by the organization and even drive the individual behaviors of all the team members.

Project leaders who don't have cultural awareness will most likely have a hard time dealing with people in the project team and the organization. Project managers who lack cultural awareness can become restricted and handicapped by the values and beliefs of the base team's culture. They can have difficulty understanding and adapting to different norms and behaviors of the team members.

Additionally, the project team tends to develop its own culture, and as a project leader/manager, you can help shape it deliberately by developing ground rules and team norms. The project team culture operates within the broader umbrella of the organizational culture.

Question 82:

Andrew is conducting a risk workshop, which is essentially a meeting which he arranged with project stakeholders and the goal of the risk workshop is to identify and categorize project risks. Andrew and the project team during the risk workshop are going through below areas,

- **Identify and list Organizational Strengths and Weaknesses using brainstorming with the stakeholders**
- **Explore the Opportunities associated with the project and Threats that could harm or derail the project from achieving its objective.**

Which of the following is used by Andrew?

A. Assumption and constraint analysis

B. SWOT analysis

C. Document analysis

D. Stakeholder analysis

Answer: B.

Explanation

This should be obvious and easy, and yes, there can be a few such questions on the real PMP exam too, which would be as simple as identifying the tool or technique used by the project manager or by the team. In the above scenario, Andrew, being a project manager, is conducting a meeting with the goal of identifying and categorizing project risks. Remember that you may or may not see the term "risk workshop," but this is a common term used in real projects to describe a meeting typically led by the PM to identify and categorize project risks.

This risk workshop can be held at the beginning of the project to identify project risks, but it is also possible for the project manager to hold it as and when needed throughout the lifecycle of the project.
Based on the given description, it is obvious that the team is looking at the project from four perspectives: strengths, weaknesses, opportunities, and threats, and hence, this is a SWOT analysis.
Document analysis is the process in which risks may be identified from a structured review of project documents, such as previous project files, contracts, agreements, and any technical project documentation. This is not what the team is doing in the above scenario, so this one is an incorrect choice.
Assumption and constraint analysis is also one of the valid risk identification techniques in which the project team can explore the validity of assumptions and constraints to determine which of those can pose a risk to the project. This is not what the team is doing in the above scenario, so this one is an incorrect choice.
Stakeholder analysis is obviously incorrect, as the team is not working on stakeholders and their details.

Question 83:
Because the project work was lagging behind the schedule, the project manager after getting the approval from the project sponsor, has decided to add 3 team members into the project team. Luckily all the 3 project team members have the requisite skills to complete the pending work and they will not need any training or additional time to start the project work. The project sponsor however asked the project manager if there is any disadvantage associated with the crashing approach. What should be the reply from the project manager?

A. There is no known disadvantages of using the crashing as long as the additional resources who are added into the project are skilled enough to complete the project's remaining work
B. The project sponsor will lose the faith in the ability of the project manager to complete the project work as per the schedule
C. Crashing is most likely to introduce more risk and it will cost more to the project.
D. The team will feel more stressed.

Answer: C.

Explanation
No matter how carefully the project planning is done, sometimes it may happen that the project team may not be able to complete all the project deliverables on time and this could happen because of various reasons.
For example during the development if the project team faces an unforeseen defect or the technical challenge, it may consume more days than originally estimated by the project team and this can impact the project schedule.
There are at least 2 approaches which the project manager can deploy in order to speed up the project which is lagging behind in terms of schedule

- **crashing:** means adding more people to the pending work, or asking people to work overtime or paying to expedite deliveries.
- **fast tracking:** means doing the activities which were supposed to be done in sequence are to be executed in parallel.

Perhaps one of the clear disadvantages of applying the crashing is it will most likely result in an additional cost to the project. It is obvious & evident that if more people are needed to be added on to the project work then there will be an additional cost which needs to be paid to add those extra resources to the project.
Secondly by adding the additional resources into the project the project now has few additional communication channels and this can make the project communication a little bit more complex especially if the project team is really big.
Because of the addition of new resources into the project there is an additional risk to the project because the new resources sometimes may introduce error in the project work because of non familiarity with the previous project work
These are some of the disadvantages of the crashing approach which the project manager should be aware of before applying it in the project context

Question 84:
In the past 3 years more than 12 projects were executed by the organization & the organization expects that this number will go up further in the coming months and year and hence they formed a PMO to look after all the future projects. The PMO has recommended that knowledge management in the organization for current and future projects is key to success and hence asked the project teams to make sure each project does proper knowledge management. Which of the following as a project manager should you implement that represents the correct steps to ensure the project does proper knowledge management?

A. The project should focus on creating new knowledge and sharing it with the organization.
B. Project should leverage knowledge from the past projects and the project should create new knowledge to achieve the project's objective and share it with the organization.
C. The project knowledge management is a function of PMO and does not come under the PM's responsibility. Hence the PM & project team should not focus on knowledge management and instead focus on value-driven delivery.
D. The Project should focus on leveraging knowledge from the past projects

Answer: B.

Explanation
The term knowledge management is fairly broad even in the project management context. Managing the Project knowledge is the process of using existing knowledge and creating new knowledge to achieve the project objective and contribute to organization learning.
The key benefit of knowledge management is that prior organization knowledge is leveraged to produce or improve the project outcome and knowledge created by the project is available to support organization's operations and future projects.

Remember, while the PMO can & should recommend best project management practices such as knowledge management - it is still a responsibility of the project manager and project team that they not only leverage the existing knowledge from the previous similar projects to improve the chances of their project success but also they should focus on creating New knowledge which will be helpful during the project operations and For future similar projects. Hence the project team should do both

- Project should leverage knowledge from the past projects and
- project should create new knowledge to achieve the project's objectives and share it with the organization.

Question 85:
For the traffic monitoring mobile app development, scrum framework is currently used by the team. The development team is not happy with the large number of defects found during the testing of the mobile app. The team acknowledges these shortcomings and wants to improve their development process. Which of the following scrum ceremonies can help the project team?

A. Daily standup
B. Sprint review
C. Retrospective
D. Backlog refinement

Answer: C.

Explanation
You can expect a few questions from scrum in the PMP exam as scrum is one of the most popular and widely used agile frameworks.
The Scrum framework is a single-team framework, used typically for product development.
To use or apply the scrum framework, you should know about below parameters,

- scrum roles - product owner, scrum master and the development team
- scrum event or ceremonies - daily stand up, backlog refinement meeting, Sprint retrospective & Sprint review
- scrum artifacts - sprint backlog, product backlog, product increment

This question scenario tests your understanding of scrum ceremonies or scrum events - which event is useful for a given situation in scrum.
You will encounter the questions which will be there to test the understanding of scrum events or ceremonies, scrum artifacts in this and other 3 practice tests to ensure you get a sufficient exposure to these scenario based, practical questions on scrum.
The team can use scrum retrospective to improve their development process.
Retrospective meeting is one of the single most important agile practices because it allows the project team to learn about, improve and adapt its processes.
Retrospective help the team learn from the previous work on the product
One of the principles behind agile is "at regular intervals the team reflects on how to become more effective than tunes and adjust its behavior accordingly" - teams can practically implement this principle by doing a frequent retrospective.

As per the agile practice guide, the retrospective can be done at below times,

- The team completes a release or ships something, it does not have to be a monumental increment, it can be any release no matter how small.
- When more than a few weeks have passed since the previous retrospective
- When the team appears to be stuck and completed work is not flowing through the team
- When the team reaches any other milestone

Question 86:
With her organization fully embracing agile mindset and practices, Melissa, who works in this organization as a project manager, also wanted to experiment with few of the agile ways of doing things. She wants to try out servant leadership on her upcoming project. Which of the following is/are not the desired qualities of a servant leader?

A. Promoting self-awareness
B. Listening
C. Promoting energy and intelligence of self over the others
D. Promote trust within the team
E. Helping team member grow

Answer: C.

Explanation
Servant leadership is a leadership philosophy in which the goal of a leader is to practice leading through service to the team.
This kind of leadership style approach is quite different from the traditional leadership where the leader's main focus is the thriving of their company or organization.
So by choosing the Servant leadership, the leader serves the project team and team members, and when leaders shift their mindset and serve the team first, it benefits the team members immensely.
The servant leader works on the development and growth of individual team members,

- empower them to do take the self decision,
- create atmosphere of open and safe environment,
- encourage to try out new things of doing the work

In this way, the servant leader helps the team members to grow as professionals and this will eventually result in the growth of the company or the performing organization.
The below characteristics of Servant leadership enable project leaders to become more agile

- Promoting self-awareness
- Listening
- Promote trust within the team
- Helping team member grow

If a servant leader promotes the energy and intelligence of self over the others, then the team may feel their views and ideas are not respected and hence this is not a desired characteristic.

Question 87:

Consider the below roles & people assigned with those roles in an electric furnace manufacturing project.
David - Project sponsor
Tom - Project manager
Bill - Business Analyst
Mike - Steering committee head
Paul - Solution Architect
Olga - QA manager
There is a need to conduct business analysis & identify the product's requirement - to explore the business opportunities for the electric furnace product which this organization wants to launch in the next few months. Who from the above set of roles should perform business analysis & identify the product's requirement ?

A. Bill
B. David
C. Paul
D. Tom

Answer: A.

Explanation
The role with the responsibility to conduct business analysis should be assigned to the resource with sufficient business analysis skills and expertise. If a business analyst is assigned to a project, requirements activities such as business analysis and identifying the product requirements are the responsibilities of that role.
The project manager is still responsible for ensuring that requirement-related work is accounted for in the project management plan and that requirement-related activities are performed on time and within the project budget to deliver value.
In the above scenario, Bill is a Business Analyst, so we can deduce that a business analyst is assigned to the project, and Bill should perform business analysis and identify the product's requirements.
Being a project manager, Tom is still responsible for ensuring that requirement-related work is included in the project management plan and that requirement-related activities are executed on time and within the project budget to deliver value.

Question 88:
Diana and her team are working on the digital smart watch development project. During the inspection or the testing phase of the project, few team members are saying that the test unit devices needed to test these digital watches are at least 20 short. They raised this to Diana who is the PM of this project and asked her to arrange for these digital watches as soon as she can without which the team will not be able to complete the testing on time. Based on the above scenario, which process or step Diana seems to have missed which led to this situation?

A. Diana missed estimates of the resources(test unit devices) which are required to complete the testing activities.

B. Diana missed the communication with the procurement team to procure the resources(test unit devices) which are required to complete the testing activities.
C. Diana missed to plan for the resources(test unit devices) which are required to complete the testing activities.
D. Diana missed to allocate the resources(test unit devices) which are required to complete the testing activities.

Answer: A.

Explanation
When it comes to planning the resources for your project, there are a couple of things to consider. As a PM, you should plan for both physical resources (test unit devices, for example) as well as human resources (the testing team members, for example).
In addition to knowing what is needed for the project, the project team should also make an effort estimation in terms of quantity. For example, how much material or equipment is needed to complete the project's planned activities.
In the given scenario, it appears that the PM has planned for the physical resources, test unit devices, because the testing team is able to start testing on some of the available test unit devices. However, it seems that the number or quantity of test unit devices is not appropriate or as per the team's needs.
This sounds like the PM has done the planning for the physical resources without properly estimating how many test unit devices are needed for the testing team.
The other two choices that mention Diana missed allocating the resources or missed communication with the procurement team are less likely because it is clear from the scenario that there is not enough of those units available, and hence, allocating them is out of the question. Also, the PM seems to have communicated with the procurement team as they did make some testing units available - maybe based on the PM's input only.
The key takeaway or the learning from this point is that as a project manager, it is not only important to do proper resource planning, but it is equally important to do resource estimations so that the project team will get the right resources in sufficient quantity.
This is the reason the PMBoK Guide mentions a dedicated process called "Estimate Activity Resources" to carry out these resource estimations as part of overall resource planning.

Question 89:
Last week the team meeting was arranged and the purpose was to understand different practices followed by the different project teams across the organization.
In this team meeting, you heard the team members from another team saying their team is working on software development for embedded systems. Their team lead, Mike, also mentioned that they are using practices such as pair programming, test first development approach. Based on the above details, can you identify which project management approach/method this team is using? Select the most likely one.

A. LeSS
B. XP or extreme programming
C. Crystal
D. Kanban

Answer: B.

Explanation
XP, or Extreme Programming, is perhaps one of the most popular project management approaches for software development. Extreme Programming is a software development framework that aims to produce high-quality software. It is the most specific of the agile frameworks when it comes to applying appropriate engineering practices for software development. Two of the most popular practices that the team uses in Extreme Programming are:
Pair Programming or Pair Work: Pair programming means all the production software is developed by two developers, generally sitting at the same machine. The idea behind this practice is that when the two developers work on a common code base, there will be a continuous code review going on, as when one developer writes the code, another developer is reviewing the code. Also, the teams who have used pair programming found that it improves the code quality and does not actually take twice as long.
Test-First Development: Test-first programming is a practice in which the development team writes the failing test first and later develops the code to make the failed test pass (hence the name test-first programming). Test-first programming reduces the feedback cycle for developers to identify and resolve issues, thereby decreasing the number of defects that can be introduced into the production code.

Question 90:
The project risk that the raw material needed to build the plastic shield on top of the kid's scroller won't be delivered on-time has materialized. The impact of this is around $2000 on the overall project budget. Which of the following project artifacts is most likely to be updated by the project manager after this change?

A. Risk threshold
B. Risk breakdown structure
C. Issue log
D. Stakeholder register

Answer: C.

Explanation
As a project manager, one of your key responsibilities is to recognize when a risk becomes an issue. Remember, a risk is an event that has not happened yet but may, while an issue is something that has already happened. Once some of the identified risks become issues, as a project manager, you should:

- Address the issue with the optimal action to achieve project success.
- Collaborate with relevant stakeholders on the approach to resolve the issues.

In the above scenario, the team had already identified the risk that the raw material needed to build the plastic shield on top of the kid's stroller wouldn't be delivered on time. This was the risk, but now it has materialized, meaning it has occurred, and thus should be termed and treated as an issue that needs immediate resolution.

So, the project manager is most likely to update the issue log or issue register. Issues are recorded separately from risks in the issues register. In it, we track the issue, issue owner, open date, target date for closure, with whom the issue is pending, intermediate updates available on issue closure, the criticality of the issue, and its impact.

Question 91:
The project work to build the steering wheels for a 7-seater car is going to start soon. Adolf is a project manager who will be working on this project. Adolf's sponsor gave the list of activities which he expect Adolf to complete and the list contains below items,

- **Recommend the project execution strategy for this project, for example whether to outsource some work or all work, or build the whole project in-house.**
- **Recommend a project methodology/approach, for example whether to use predictive, agile, hybrid project management approach.**
- **Develop the business case and project charter for the project.**
- **Assess project needs, complexity, and magnitude.**

Adolf should do all of these except?

A. Develop the business case and project charter for the project.
B. Recommend a project methodology/approach, for example whether to use predictive, agile, hybrid project management approach.
C. Assess project needs, complexity, and magnitude.
D. Recommend the project execution strategy for this project, for example whether to outsource some work or all work, or build the whole project in-house.

Answer: A.

Explanation
As a project manager, you probably have to make use of many artifacts and documents, and you may also need to create numerous project documents and artifacts during the project's execution. Due to this, you need a clear understanding as a project manager of which documents you will be creating and which documents will be created for you by other teams, such as the project sponsor and the business team.
One such document is the business case, which is generally created prior to or at the very beginning of the project. The project manager is not usually involved in the creation of the business case document; typically, it is either created by the business team or by the project sponsor if they are aware of the business side of things.
Similarly, the project charter is generally developed prior to or at the very beginning of the project, and typically, the project sponsor is responsible for creating the project charter.
The other three activities are the project manager's responsibilities, and Adolf can execute them. Recommend the project execution strategy for this project. For example, whether to outsource some or all of the work, or build the entire project in-house.
Additionally, recommend a project methodology/approach, such as whether to use a predictive, agile, or hybrid project management approach. Assess the project's needs, complexity, and magnitude.

Question 92:

During the last 3 spirits the team is missing to write the appropriate comment when they are commiting the code into the repository. The technical architect is unhappy with this. This mistake is getting repeated again and again Sprint after Sprint. Which of the following can help the team resolve this issue?

A. During the current running the team should only pick the number of stories equal to or greater than the team velocity

B. The product owner should make sure that the stories are all the details charges through acceptance criteria before the Sprint planning

C. During the current running the team should only pick the number of stories equal to or less than the team velocity

D. Team should do the sprint retrospective and decide the action to eliminate the issue

Answer: D.

Explanation
The crucial keyword in this entire question scenario is that the team is repeatedly making the same mistake, sprint after sprint. This suggests that the team may not be conducting proper retrospectives. One of the Agile principles is that, at regular intervals, the project team reflects on how to become more effective and adjusts their behavior accordingly.
In this scenario, because the team keeps making the same mistake repeatedly, during the retrospective, the team should reflect on their behavior and ensure that they take action in the upcoming sprint to eliminate the issue.
There is no mention that the stories are poorly written or lack acceptance criteria, and there is also no mention of the team choosing more or fewer stories than the appropriate number for the sprint. Hence, those factors are irrelevant here.

Question 93:
Musa is a new project manager. For the upcoming project, which involves erecting over 1000+ mobile towers in Africa, Musa has been asked to start on the project planning. During his academic curriculum, Musa has learnt about the project management topics such as scope, cost, schedule etc. But he is confused about what he has to do under resource management. Which of the following statements can help Musa understand what is the PM's role when it comes to project resource management?

A. As a project manager, Musa doesn't have to manage either physical or human resources. The physical resources (such as material, equipment, supplies etc.) are managed by the procurement department and The human resources (people needed to execute the project) are managed by the HR department and are not the PM's responsibility.

B. As a project manager, Musa should plan to manage human resources (people needed to execute the project). The physical resources (such as material, equipment, supplies etc.) are managed by the procurement department and are not the PM's responsibility.

C. As a project manager, Musa should plan to manage both physical resources (such as material, equipment, supplies etc.) needed for project as well as human resources (people needed to execute the project)

D. As a project manager, Musa should plan to manage physical resources (such as material, equipment, supplies etc.). The human resources (people needed to execute the project) are managed by the HR department and are not the PM's responsibility.

Answer: C.

Explanation
The project resource management area or domain includes the processes to identify, acquire, and manage the resources needed for the successful completion of the project. One of the key takeaways from project resource management, not only for the PMP exam but also for real-world projects, is that as a project manager, you have to constantly deal with both physical resources, such as testing equipment and any material supplies needed for the project, along with human resources, such as developers, testers, and release engineers who form the project team.
There will be different competencies needed for you to fulfill your role when it comes to managing human resources as opposed to managing physical resources. One thing to understand in the above scenario is that, while there can be a dedicated procurement department that may exist in your company, a project manager will still be in charge of all the physical resource needs of your project, and you will work closely with the procurement department as per the procurement management plan. So the responsibility for getting the physical requirements on time and within the allocated budget for the project lies with the project manager and not with the procurement department.
The same goes for human resources. As a project manager, there is a responsibility to create an open and safe environment for the development of people, their competencies, and their skills. In many innovation projects, project managers can act as a source of motivation and should create an environment of experimentation within the team so that people can try out different and novel ideas. This is not a function of the human resource department, but it is one of the responsibilities of the project manager to ensure that the team stays motivated during the course of the project.

Question 94:
You have recently joined a project team as a project manager and you came across the document which contains below details,

- **We should treat each other with respect.**
- **We should join every project meeting on time.**
- **During the meeting only one person will be speaking at a time.**
- **We will support collaborative decisions of the team even if we disagree individually.**
- **We will engage in honest and open communications at all times.**

What are these?

A. Project vision statement
B. Meeting agenda
C. Team building activities
D. Ground rules

Answer: D.

Explanation
High-performing teams collaborate to consistently deliver outstanding results. High-performing teams usually take the time to get to know each other individually. Once the team establishes individual identities, they work together in a collaborative fashion to define a clear set of ground rules.
These ground rules define the required or desired behavior of the team members. High-performing teams recognize that in order to achieve and maintain a high project performance level, the ground rules defined by the team should be followed. These ground rules will help the team establish a result-oriented culture within the project.
Since the team developed these ground rules collaboratively, it is important that the entire team participates in developing the ground rules. This ensures that during the project execution, everyone will be clear on what is the expected behavior. The following statements are examples of ground rules:

- We should treat each other with respect.
- We should attend every project meeting on time.
- During meetings, only one person will speak at a time.
- We will support the team's collaborative decisions, even if we disagree individually.
- We will engage in honest and open communication at all times.

Useful link: https://www.pmi.org/learning/library/ground-rules-high-performing-team-9338

Question 95:
For the upcoming engineering project, the project team has to do a lot of physical resource purchasing. These physical resources are required at the different stages of the project during the project execution. The performing organization had ample space to keep these materials in their warehouse. Which of the following strategies will be most useful to adapt for this project?

A. ordering the physical resources with only during the execution phase
B. ordering in bulk at a discounted price
C. ordering the physical resources with just-in-time approach
D. ordering the resources from a single vendor at a discounted price

Answer: B.

Explanation
For many engineering and construction projects, a substantial amount of materials and physical resources is required. Therefore, proper project procurement planning is essential. In this scenario, one critical factor that should influence your choice or decision is the fact that the performing organization has ample space to store these materials in their warehouse. This means the project team can place bulk orders. In most cases, such bulk orders result in significant price discounts, leading to cost savings for the project.
Using a just-in-time approach can be risky because if the required materials and physical resources are not available, it could result in the project team failing to meet their commitments.

While ordering resources from a single vendor at a discounted price is possible, it is unlikely that a single vendor will have everything needed for the project. There is no mention in the project of such availability from a single vendor, and in most practical scenarios, no single vendor can provide everything required by a project team.
Relying solely on purchasing during the project execution phase is not the right approach. Even during the planning phase, there may be a need for some physical resources, such as a software license or a repository to store all the project artifacts. Therefore, postponing purchases until the project execution phase is not the optimal choice.

Question 96:
For the past 3-weeks, the agile project team is not able to complete the IT admin testing for the payment module. This is because the IT admin team members are not available to support the IT admin testing for the payment module. This IT admin testing for the payment module cannot be completed by the project team because for the payment module, few additional privileges need to be enabled in the system, and the security team is not okay to enable those privileges. Who should help the team in this situation?

A. Person in a role such as project sponsor
B. The project team themselves.
C. Person in a Product manager or product owner role
D. Person in a servant leader role such as scrum master

Answer: D.

Explanation
Servant leadership is a leadership philosophy in which the goal of a leader is to practice leading through service to the team. This kind of leadership style approach is quite different from traditional leadership, where the leader's main focus is the thriving of their company or organization. So, by choosing servant leadership, the leader serves the project team and team members. When leaders shift their mindset and serve the team first, it benefits the team members immensely. The servant leader works on the development and growth of individual team members, builds a strong and effective relationship within the team and across the organization so that if help is needed beyond the confines of the project team's scope, it will be provided by people from other teams within the organization. They create an atmosphere of an open and safe environment, encouraging the exploration of new ways to approach their work.
In this way, the servant leader helps team members grow as professionals, which will eventually result in the growth of the company or the performing organization. In the above scenario, it is the responsibility of the person in a servant leadership role, such as an agile project manager or a Scrum Master, to build strong and effective relationships not only within the team but also across the organization and with other functions within the organization. By fostering these strong relationships, if the project team needs assistance from other functions, such as the IT admin department in this case, that help will be provided by people from other teams within the organization.

Question 97:

Ken is a part of the PMO within his organization. The project management office in his organization has the responsibility of helping all the projects run smoothly and follows a set of standard practices to be used in all the projects across the organization. One of Ken's colleagues is managing at least three related projects in a coordinated manner. When Ken asked him why he was doing this, the reply was that the project leadership understood that managing the individual projects would not achieve the benefit they wanted to achieve and hence he is managing all the 3 projects in a coordinated manner. What is managed here by Ken's colleagues?

A. Organizational system
B. Program
C. Project
D. Portfolio

Answer: B.

Explanation
During the PMP exam, you may encounter a few questions related not only to the project but also to programs and portfolios. Generally speaking, "project" refers to a specific, singular endeavor aimed at delivering a tangible output. A project manager, the person responsible for managing the project, ensures that the project delivers its intended output within a defined time frame and budget.
A program refers to multiple projects, and in most cases, these multiple projects are related and managed and delivered as a single package.
Why does the organization want to run multiple projects in a coordinated fashion, like a program? This is because program activities that are managed in a coordinated manner have the potential to obtain benefits not available from managing the projects individually.
A program manager, the person responsible for managing the program, is therefore tasked with overseeing all the projects comprising the program to ensure that it achieves its intended outcomes.

Question 98:
Rahul is a project manager working from Bangalore office, India. He is currently working on an IT project for which he is currently doing the resource planning. Rahul's project sponsor told him that for this IT project, some of the software licenses needed later in the project are already pre approved and Rahul doesn't have to plan for it. In which of the following Rahul is most likely to pre approved resources?

A. Business case
B. Project charter
C. Benefit management plan
D. Resource management plan

Answer: B.

Explanation

The PMP exam tests your understanding of all the project domains in an integrated fashion. For example, when a project manager is planning for the project resources, there is a good chance that this resource planning will need several other supporting project artifacts, such as the scope baseline (to understand the scope of work) or the schedule.

In this scenario, Rahul is planning the resources for his IT project but has been informed by his project sponsor that, for this IT project, some of the software licenses needed later in the project are already pre-approved, and Rahul doesn't have to plan for them.
Now, this is vital information and will influence how Rahul should plan his resources, particularly physical resources like software licenses needed later in the project. Because there are software licenses pre-approved and possibly already available within the organization, Rahul can adjust his resource planning based on this extra knowledge. Of course, the most significant impact would be on the cost or budget for the project because it seems that Rahul doesn't need to plan for those software licenses anymore as they are pre-approved.
The project charter usually contains a list of pre-approved financial and other resources that project managers can use during the planning phase to plan resources and other project management activities based on the list of pre-approved financial resources.
The business case provides justification for undertaking a project, program, or portfolio, and a business benefit plan is used for measuring and tracking benefits from the start of the project investment until the realization of the last projected benefit. It aims to ensure that the desired benefits are specific, measurable, agreed upon, realistic, and time-bound. Neither of these documents contains the list of pre-approved financial resources.
The resource management plan is the output of resource planning that the PM is currently doing in the given scenario, and, of course, it doesn't contain the list of pre-approved financial resources.

Question 99:
The new project on which the team is going to work will involve a lot of physical resources because it is an engineering project. That is the reason why the project manager and a few of the project team members are closely working on the physical resource planning for this project. Which one of the following is true about physical resource planning?

A. Physical resource planning is done when resources are needed during the project's execution.
B. While doing the physical resource planning, the project team has to consider factors such as the storage and movement of the physical resources to the project location.
C. Physical resource planning is always involved in working with an external vendor.
D. Physical resource planning is always done in a just-in-time fashion.

Answer: B.

Explanation
For most engineering projects, a substantial amount of material and physical resources is necessary to complete the project. Examples include construction projects, which demand a significant quantity of physical resources. Project planning that encompasses the acquisition of

these resources becomes a critical factor for the successful completion of such projects. It's important to note that you don't always have to obtain physical resources from vendors or external teams; there may already be resources in use within the organization that can be utilized for your project.
Physical resource planning doesn't always follow a just-in-time approach. In fact, for most projects, physical resource planning is conducted during the planning phase, even before the project execution. It's often practical to include physical resource planning in the initial planning phase. However, actual procurement typically takes place during the project's execution phase. Therefore, in this scenario, while conducting physical resource planning, the project team must consider where to store the materials or other physical resources once they are obtained. If these resources are not available on-site, the project team may need to plan for their transportation to the project location.

Question 100:
Few members of the team are from Taiwan and rest of the team members are from the USA. There is a big gap in time zone between these 2 countries and hence some of the meetings are very difficult to attend for the people from Taiwan when the meetings are held at the US time & vice-versa. However, a very important hour-long meeting about the architecture of a solution is planned next week which is expected to have an in-depth technical discussion, but the meeting is going to be happening in the US time zone, as the solution architect works in the US time zone. And it will be very late for the people in Taiwan to attend this meeting. What should the project manager do in this situation?

A. Ask one of the members who are attending the meeting to take a note and share the notes via email with the team members in Taiwan for the later reference.
B. Although it can be very late, I still ask the members from Taiwan to join the meeting to avoid any miscommunication.
C. Cancel the meeting and ask the solution architect to share the details over an email to all the team members including the members from Taiwan.
D. Record the meeting and share the recorded meeting with people in Taiwan for the later reference

Answer: D.

Explanation
The situation mentioned here is quite common when team members work in time zones that are 8 hours or more apart. Asking the team member who is attending the meeting to take notes for a meeting that is expected to last one hour and involve in-depth technical topic discussions can be difficult. It may happen that the person taking notes may miss capturing some essential technical details critical to the project.
Asking team members from a specific time zone to join a meeting very late may be doable, but it could negatively affect team morale. They might feel uncomfortable attending a meeting outside their normal working hours, so this is not the best solution, although it's definitely possible.
Canceling the meeting and asking the solution architect to share all the discussion points via email is also similar to the scenario mentioned in the note-taking approach. Capturing all the

technical discussions in an email is practically very difficult. Instead, the team should use a more collaborative approach, such as video conferencing, whenever possible, to discuss technical topics, problem-solving, and collaborative decision-making.
The best solution in this situation is to record the team meeting. Communication technologies available today, such as Zoom or Google Meetings, allow for meeting recording. Once the team meeting is recorded, it can be shared with other team members from different time zones, such as those in Taiwan. They can then review the details of all the discussions at their own time and pace to understand the details.

https://www.pmi.org/learning/library/best-practices-virtual-project-teams-6038

Question 101:
2 of the key project stakeholders had a heated debate in one of the project meetings last week. Curtly, who is a chief security officer, is not ok with the current security implementation in a heart monitoring product developed by the team, because according to him and his team's assessments, the product is not in compliance with the standards of a health tool. On the other hand, Mickey, who is marketing head, is worried that if the product is not launched in the next 1-week or so, the company will lose on the advantage of being the first entrant into this niche domain & the whole purpose of starting this project would fail. In such a situation, which of the following is likely to play the most influential role in decision making?

A. Organization's culture and its business environment.
B. The department or stakeholder who earns the business the most for the performing organization always triumph over the others
C. The negotiation skills of the project stakeholder, the one who has the most influence, triumph over the others.
D. The negotiation skills of the project manager based on his personal bias.

Answer: A.

Explanation
There is now a dedicated domain, the PMP exam, which tests your understanding of the business environment in which projects operate. Out of 180 questions, approximately 8% are expected to be related to this business environment domain on the PMP exam. That's why it is important to comprehend the project business environment and become familiar with some of the situational questions that may appear in the exam.
In these practice tests, I have included the appropriate number of questions from the project business environment domain (8%) to provide you with sufficient practice. This way, if any such questions arise in the exam, you should be able to identify and answer them correctly.

This question pertains to the project business environment. Project leaders may feel that their job is to meet every expectation of every project stakeholder. However, when they are compelled to make a choice, there is often a priority that depends on the culture and requirements of the organization's business environment. For example, a mobile telecom project may prioritize speed, while a government program may prioritize generalization and stability.

Question 102:
You joined a project team last week and this team had a lot of conflicts in the past few weeks. You learned that these conflicts are happening in the team. Which one of the below a project manager should ensure to avoid more conflicts?

A. Focus on the people & their behavior, not on issues.
B. Keep the team communication close & respectful.
C. Keep the team communication open & respectful.
D. Focus on the past, not on the present and future.

Answer: C.

Explanation
How conflict is handled can either lead to more conflict or to better decision-making and stronger, more effective solutions. Conflicts that are allowed to fester and grow will ultimately diminish productivity and damage the team's morale. Hence, it is obvious that keeping team communication open and respectful is important because conflicts can cause anxiety in team members. By maintaining an open, safe team environment, people can freely express their views, ideas, and opinions without any fear of negative consequences.
Keeping closed or secretive communication will only add to more confusion. Secretive, closed communication, or interpersonal tension can easily cause simple disagreements to escalate into resentment.
Also, focusing on past events (rather than the present or current situation) and targeting or focusing on people and their behavior instead of the issue won't help during a conflict and may result in escalating the conflict even further.

Question 103:
The project work to develop the new lightning system inside the refrigerator has been going on for a few months but looks like many of the requirements are completed now and the team is working on project closure activity. Catlin is the project manager working from the Somerville, NJ USA office, on this project. Which of the following activities as a project manager Catlin & the project team is not likely to do during the project closure ?

A. Capturing the final lessons learned in the lessons learned register.
B. Validation of the scope
C. Transitioning project deliverables to the customer organization in a manner that warrants seamless operations and support.
D. Disbanding project resources, freeing them to perform other projects and undertake other tasks as required within the organization.

Answer: B.

Explanation
Just like any of the other project management processes, such as project initiation, project planning, execution of the project according to the project management plan, and monitoring and controlling the project deliverables, conducting a formal Project Closing serves an

important purpose for the organization and helps it avoid unfavorable and adverse scenarios. Typically, the project manager should ensure the conclusion of activities to close out the project or phase, including:

- Capturing the final lessons learned in the lessons learned register or any other project management information system.
- Disbanding project resources, freeing them to work on other projects and undertake other tasks as required within the organization.
- Transitioning project deliverables to the customer organization in a manner that ensures seamless operations and support.

However, scope validations occur before the project closure, prior to the acceptance of the project deliverables by the customer/client.
Useful link: https://www.pmi.org/learning/library/importance-of-closing-process-group-9949

Question 104:
Gokul works from an office in Hyderabad, India. He is the project manager. The company where Gokul works has a very centralized approach to project management. In an Organization with such a centralized approach to the project management, who is usually held accountable for the outcome of the project?

A. A project team is generally held accountable for the outcome of the project.
B. A single person such as project sponsor is generally held accountable for the outcome of the project
C. A project management team is generally held accountable for the outcome of the project.
D. A single person such as project manager is generally held accountable for the outcome of the project.

Answer: D.

Explanation
There can be different working environments, such as centralized or distributed, and this can influence the approach to project management. Depending on the working culture of an organization, in an environment where management activities are centralized, you will find that accountability, being answerable for the outcome of the project, is usually assigned to one individual, such as the project manager. The project manager plays a central role in such a centralized approach to project management and leads many of the activities, including project budgeting, collecting project requirements, and scheduling, among others.

In this situation, a project manager typically obtains approval through a document such as a project charter, which grants the project manager the authority to build their own project team to achieve the desired project outcome.

Question 105:
George has been working in a managerial position for more than a decade now. George has a technical background in software development. Project development team with whom George is working on his recent project is fairly mature and this project team is

working together for more than 18 months now. On many previous occasions the team was able to take the decision based on their own judgment expertise. What kind of leadership style George should you use in order to deal with this project team?

A. Supporting
B. Directing
C. Coaching
D. Delegation

Answer: D.

Explanation

The importance of leadership skills and their application in a project context cannot be overstated. For a project manager to achieve success, they require full support and cooperation from both team members and numerous project stakeholders. This scenario in the question hints at situational leadership. The fundamental principle of the situational leadership model is that there is no single "best" style of leadership. Effective project leadership is task-relevant, and the most successful leaders are those who adapt their leadership style to the performance readiness (ability and willingness) of the individual or team they are attempting to lead or influence.
In the above scenario, the team has already displayed a high level of maturity, so coaching or directing them is not the best choice for the project manager. Moreover, participating or supporting is not ideal for the project manager either because the scenario mentions that this team has independently made multiple project decisions in the past. Therefore, the team doesn't depend on the project manager for decisions.

Hence, the project manager can use delegation. In this leadership style, the project manager delegates most of the responsibility to the project team. The project manager can, of course, monitor progress but is less involved in the decision-making process and lets the team make decisions.

Question 106:
The customer support team received feedback from the beta users who are testing that the new Bluetooth device is not able to connect with mobile phones if the distance is more than 15 meters. Customer support team wanted to communicate this feedback to the project team so that this finding can be reviewed. However the customer support team don't know where to find the point of contact to whom they should contact so that this finding can be sent. Which of the following can help the customer support team to find the point of contact?

A. Communication plan
B. Issue log
C. Stakeholder register
D. Stakeholder engagement plan

Answer: A.

Explanation
Defining accountability and responsibilities is at the core of the project manager's tasks. When defining accountability and responsibilities, the project manager needs to specify not only who is accountable but also who is responsible, consulted, and informed for each of the project's deliverables. To establish such accountability and responsibilities, it is critical that the project manager establishes the project governance structure by determining the appropriate governance for a project and defining the escalation paths and thresholds.
In this scenario, another team, the customer support team, wants to know where to find the point of contact they should reach out to for project funding. These details can be found in the project's communication plan.

Question 107:
Victor is a project manager working from the New York Office, USA. Victor's team is global, and includes 2 vendor teams, one works from Vietnam, and other works from South Korea. After their recent meeting on one of the topics, Victor sent minutes of the meeting to the project sponsor, senior executive within the company, and these 2 vendor teams. Which of the following best describe the communication used by Victor?

A. Informal communication to both internal and external stakeholders
B. Formal communication to internal stakeholders
C. Formal communication to external stakeholders
D. Formal communication to both internal and external stakeholders

Answer: D.

Explanation
Many people consider project communication management to be one of the simplest domains in project management. But it is still better to ensure, before the real PMP exam, that you are aware of and familiar with the various terms and concepts in project communication management. One key concept in project communication management is understanding the different dimensions of communication:

- **Internal:** This dimension focuses on communication with stakeholders within the organization, such as the project sponsor or senior executive within the performing organization.
- **External:** This dimension centers on communication with stakeholders external to the performing organization, typically involving vendor teams.
- **Formal:** Sending reports or meeting minutes serves as an example of formal communication.
- **Informal:** General communication through social media, websites, ad-hoc discussions, etc.

In the scenario described, Victor sent the meeting minutes (formal communication) to the project sponsor and senior executive within the performing organization (internal) and to the vendor teams (external). Therefore, the correct choice is formal communication to both internal and external stakeholders.

Question 108:

While the PMO is happy that your team has been making good progress in capturing the learning during project execution, one of the feedback you received is that your team is not capturing the tacit knowledge. One of the team members in your team, Lee, has not understood the term tacit knowledge. Which of the following statements correctly describe tacit knowledge with an example to Lee?

A. Tacit knowledge is tactical knowledge of the project, examples are forecasting, managing team with tact
B. Tacit knowledge is personal and difficult to express, examples are beliefs, insights, experiences and know-how
C. Tacit knowledge is technical knowledge of the project and can be easily expressed, examples are cost management plan, risk management plan etc.
D. Tacit knowledge is personal and can be easily expressed, examples are words, pictures and numbers.

Answer: B.

Explanation
Knowledge is commonly divided into two categories: explicit knowledge and tacit knowledge. Explicit knowledge can be easily codified using words, pictures, and numbers. For example, understanding how to upload a file to a shared drive with clearly outlined steps and accompanying images serves as a good illustration of explicit knowledge.
In contrast, tacit knowledge is personal and challenging to articulate. It encompasses beliefs, insights, experiences, and know-how. Tacit knowledge is often subjective, informal, and difficult to convey because it is shaped by an individual's personal beliefs and values. Tacit knowledge is inherently abstract.
A person's aesthetic sense is a prime example of tacit knowledge. Expressing or sharing this type of knowledge in simple words or numbers can be extremely difficult.
One cannot merely direct an individual to acquire tacit knowledge through a course, training program, or boot camp. While a fundamental requirement for obtaining tacit knowledge is a structured and comprehensive understanding of a subject, the true enhancement of knowledge quality comes from spending time learning on the job and gaining personal experience. All other alternatives are incorrect and merely fabricated terms.

Question 109:
The firmware development team needs to work closely with the hardware design team for the electric cooker product because there are many changes which are happening in the hardware that are affecting the firmware code. Due to such frequent changes, the development team is using agile practices and focusing on incremental project delivery. In such a dynamic project, what are the expectations from the people from the business team to make the project successful?

A. The business team should work directly with the hardware design team and finalize the hardware design of the product. Once all the product requirements are stable, then the business team should work with the project development team daily throughout the project.

B. The business team should focus on maximizing the business value of the product by doing market research.
C. The business team should stop making changes to the hardware of the product. This will lead to stable requirements.
D. The business team should work with the project development team daily throughout the project.

Answer: D.

Explanation
In modern projects, it is very common to have multiple teams working on the different submodules of a product. Therefore, having a working agreement between these teams becomes very important for the successful completion of the project. In this scenario, there are at least three teams that need to work on the project, with each team having its own set of responsibilities:

1. The business team, whose goal is to maximize the business value of the product.
2. The hardware design team, which works on hardware design that frequently changes.
3. The firmware development team, which works on developing the firmware code, depending on the frequently changing hardware.

As you can see, both the hardware design team and the firmware development team face frequent changes, most likely driven by the business team.

Should the business team stop making changes to the hardware of the product? Well, they can, but this may mean the product will miss out on features that could give it a competitive advantage. Hence, this is not the best choice. Should the business team focus solely on maximizing the business value of the product through market research? Again, it's doable, but what if they conduct all the market research and shortlist all the essential features for the product without spending enough time with the development teams on a daily basis? Will the product launch be successful? In most cases, no.
Apart from conducting market research, one of the other important responsibilities of the business team is to work closely with the development teams to ensure they understand the product requirements clearly. If there are any gaps, they need to be discussed and sorted out on a daily basis to launch the product within the given time frame with the expected quality. Hence, this is not the best choice.

Let's examine the next option:
The business team should work directly with the hardware design team to finalize the hardware design of the product. Once all the product requirements are stable, then the business team should work with the project development team daily throughout the project.
The issue with the above approach is that while the business team is working with the hardware design team to finalize the hardware design of the product, the firmware development team will be sitting idle, and they will not be able to make any incremental deliveries. Hence, this is not the best choice.

Instead, the business team should work with the project development team daily throughout the project to ensure that the development teams understand the product changes and new requirements clearly. If there are any gaps in understanding these changes, they need to be discussed and sorted out on a daily basis to launch the product within the given time frame with the expected quality.

Question 110:
The last project completed by the project manager and his team was hailed as a success as it finished on time and within the allocated budget. However, some of the key stakeholders from that project don't agree. They think that their expectations were not met. What should a project manager must do to make sure stakeholder's expectations are met for all the future projects?

A. Involve the project stakeholders in the project activities such as risk identification or while selecting the vendors etc.
B. Stakeholders satisfaction criteria should be identified and managed as a project objective
C. Keep the stakeholders involved & engaged throughout the project
D. Identify all the stakeholders of the project as early as possible.

Answer: C.

Explanation
To be recognized as a project stakeholder, the individual or group must possess some interest or a level of influence capable of impacting the project. In addition to meeting the project's scope, cost, and schedule objectives, the Project Manager (PM) should also ensure that, following project completion, the diverse expectations of stakeholders are satisfied.
To achieve the objective of satisfying stakeholder expectations, one of the recommended actions is to determine what constitutes a successful project according to the stakeholders. In other words, this involves identifying the criteria for stakeholder satisfaction. Once the team comprehends the criteria for stakeholder satisfaction, they should aim to incorporate it as one of the project's objectives, just like other tangible objectives such as scope, cost, and schedule.
While other choices, such as identifying all project stakeholders as early as possible, keeping stakeholders involved and engaged throughout the project, and involving project stakeholders in activities like risk identification or vendor selection, are all appropriate steps for stakeholder engagement, they alone may not effectively gauge stakeholder expectations objectively.

Question 111:
Your team is currently working on the Internet of things project. For some of the embedded system programming work your team does not have the necessary skills and that is the reason why the leadership has decided to take the help from the vendor team to complete the embedded system programming module. The whole software project development will be done using scrum. Next week you will be having a meeting with the vendor and their team to finalize the contract for this development work. What should

be your focus during this contract meeting given that the project will be using agile software development?

A. make sure you select the cost reimbursable contract and include the clause that if the vendor takes more time to complete the planned work the additional cost is to be borne by the vendor
B. make sure the contract has shared risk and reward relationship
C. make sure you select the fixed price contract and include the clause that if the vendor takes more time to complete the planned work the additional cost is to be borne by the vendor
D. make sure you select the time and material contract

Answer: B.

Explanation
One of the values of the Agile Manifesto states, "customer collaboration over contract negotiation."
Many projects fail due to breakdowns in the customer-supplier relationship. Projects incur more risk when those involved in the contract adopt a perspective of "winner versus loser," which is not aligned with what an agile project should aim for. Instead, a collaborative approach is what Agile encourages. In a collaborative approach, both the vendor and the buyer share a risk-reward relationship where all sides win.
This question does not test your understanding of selecting the correct type of contract, such as cost-reimbursable or time and materials. Because the project work is to be done using Agile practices, it is essential to focus on Agile values and determine what is most suitable and the right choice in an Agile project environment.

Question 112:
Rohit's team is new to agile and Scrum. This team has been using a predictive/waterfall development approach in the past. The team size is 5 & the team members are highly skilled in software development work. Some of the team members underwent scrum training 2 weeks ago. This team is going to work on a new project to develop the new artificial intelligence software. During the training the team learnt about scrum events such as daily standup, sprint planning and sprint retrospective. While the team seems to be conducting these events as per the scrum guidelines, the daily standup tends to be going past half an hour almost every day. What could be the most likely reason for this extended daily standup?

A. The team size is large & it will take time to take the input from each and every member in a round-robin fashion
B. The team might be using the standup to solve the problems once they hear about it during the stand up and hence it is taking longer.
C. Because the team has been using a predictive/waterfall development approach in the past, they might be treating the daily standup as a "status" meeting and hence it is taking longer.

D. The scrum training might not have covered the fact that daily standup should be timeboxed and that it should not take any longer than 15 minutes.

Answer: B.

Explanation
Understanding the Scrum events just on paper is not enough. Scrum events, such as the daily stand-up, may seem very easy and obvious in theory, but there can be some difficulties when the team starts using them.
One of the practical challenges most often seen with Scrum teams during the stand-up is that the team begins to solve problems during the stand-up itself once they hear about them. The team members are usually from an engineering/technical background, and hence they have the habit of jumping into problem-solving mode as soon as they hear about a problem. This can lead to more discussion back and forth between team members, resulting in the stand-up taking more than 15 minutes. Hence, this can be the most likely reason.

The other choices mentioned are less likely (although they cannot be completely denied either). For example, almost every Scrum training begins with the mention of Scrum events and explains the fundamentals of these events, such as the duration of the daily stand-up. Even a simple internet search about the duration of the daily stand-up will yield results suggesting that a stand-up should be run for around 15 minutes. So it is unlikely that training might have missed this obvious point.
Similarly, the team size is not huge (5 people), and if the proper guidelines of the daily stand-up are followed, it should not take more than 15 minutes to finish the updates from every team member in a round-robin fashion. Even if the team members are providing status updates (which they should not be doing in the first place, as the daily stand-up is not a status meeting), the team's small size makes it unlikely for it to take longer than 15 minutes for all 5 members to finish their updates.

Question 113:
The project team is using scrum for product development. One of the new project team members is not familiar with scrum and asked who is responsible for what in scrum. Which of the following statements correctly explain the role vs. responsibilities in scrum?

A. scrum master is responsible for prioritizing the items from the product backlog
B. The product owner is responsible for coaching the team on scrum.
C. the product owner is responsible for maximizing the value of the product.
D. (Correct)
E. scrum master is responsible for maximizing the value of the product.

Answer: C.

Explanation
You can expect a few questions about Scrum on the PMP exam, as Scrum is one of the most popular and widely used agile frameworks. The Scrum framework is a single-team framework typically used for product development. To use or apply the Scrum framework, you should be familiar with the following parameters:

- Scrum roles - Product Owner, Scrum Master, and the Development Team.
- Scrum events or ceremonies - Daily Stand-up, Backlog Refinement Meeting, Sprint Retrospective, and Sprint Review.
- Scrum artifacts - Sprint Backlog, Product Backlog, and Product Increment.

This question scenario tests your understanding of Scrum roles, specifically who is responsible for what in Scrum. You will encounter questions designed to test your understanding of Scrum events or ceremonies and Scrum artifacts in this and the other three practice tests, ensuring you gain sufficient exposure to these scenario-based, practical questions related to Scrum.
In Scrum, the Product Owner (PO) is responsible for maximizing the value of the product.

Question 114:
As an experienced project manager, you know that the project team goes through different stages before they start performing to their fullest potential. Before the team begins the project work execution, in which sequence do you want your project team to go through so that they reach their fullest potential?

A.	step 1 : commitment step 2: trust building step 3 : goal clarification step 4 : orientation
B.	step 1 : trust building step 2: orientation step 3 : goal clarification step 4 : commitment
C.	step 1 : orientation step 2: trust building step 3 : goal clarification step 4 : commitment
D.	step 1 : goal clarification step 2: trust building step 3 : orientation step 4 : commitment

Answer: C.

Explanation
In the PMBOK Guide 7th Edition, various models are described for different purposes. A model represents a thinking strategy to explain the process, a framework, or a phenomenon. As a project manager, it is important to know what available models, methods, and artifacts can be used in the project setting and within the project context. To the greatest extent possible, the project team should avoid using models, methods, and artifacts that can:

- Duplicate or add unnecessary project efforts.
- Utilize a model that is not beneficial to the project team or the project stakeholders.

For the PMP exam, it is better to be familiar with these different models, methods, and artifacts because they may appear in scenario questions. You will have to select the most appropriate model, method, or artifact based on the given situation. Also, the PMP exam may or may not mention the name of the model used in a given scenario. In such cases, you are required to interpret which model is in use.
As per the Drexler/Sibbet Team Performance Model®, which illustrates team development in seven stages: four to create the team and three to describe increasing levels of sustained performance. The correct steps to create the team according to this model are as follows:

- Step 1: Orientation
- Step 2: Trust Building
- Step 3: Goal Clarification
- Step 4: Commitment

Question 115:
The organization for which Prakash is currently working as a servant leader has the culture of self organizing teams and distributed project management approach.
The project team with whom Prakash is working with however seems to be not so autonomous. During the quarterly review, the leadership people in the organization observed that Prakash's team is not fully autonomous and they asked Prakash to make this team more autonomous. Which of the following options should Prakash take?

A. Define well-laid out ground rules for the team and ask them to follow the team ground rules.
B. Resolve the conflicts amongst the team members.
C. Share the project's vision and mission with the team.
D. Pass the decision making opportunities to the team.

Answer: D.

Explanation
Sometimes, project management activities are not carried out solely by the project manager. These activities are shared among the project management team, and project team members are responsible for completing the work. This kind of project management style is common in distributed management.
Servant leadership is a style of leadership that focuses on understanding and addressing the needs and development of the project team members in order to enable the highest possible project team performance. Servant leaders place primary emphasis on developing the project team members, their skills, and competencies to their fullest potential. Servant leaders allow the project team to self-organize and self-manage their own deliverables whenever possible.
To increase the level of autonomy, the servant leader allows appropriate decision-making opportunities to the project team members, or in other words, the servant leader lets the team make their own decisions. Developing ground rules for the team and asking them to follow is not a very good option to develop autonomy. Instead, servant leaders should encourage and let the team develop their own ground rules.

As a servant leader, you should allow the team to resolve conflicts on their own as much as possible. However, if the team cannot resolve the conflicts, then the servant leader should intervene. Jumping in every time to resolve conflicts between team members is not a good option to make the team more autonomous.
Sharing the project vision with the project team members is always a good practice, and it will help the team members understand why the project is being developed. However, it will not automatically make the project team autonomous.

Question 116:
Dmytro is a project manager working out of Kiev, Ukraine. Due to the conflict between Russia and Ukraine that started in 2022, the project work on which Dmytro and his team were working was affected. It is an example of which of the following?

A. OPA internal to the organization
B. EEF external to the organization
C. EEF internal to the organization
D. OPA external to the organization

Answer: B.

Explanation
Enterprise environmental factors (EEF) encompass all the conditions and systems beyond the control of the project team that impact, restrict, or guide the project's execution. This includes elements such as existing internal and external infrastructure, computer systems, networks, software, natural phenomena (notably climate), and legislation that extends beyond the organization, all of which will shape your project management approach.
It's crucial to recognize that EEFs can exert influence not only at the project level but also at the program, portfolio, and even organizational levels.
Organizational process assets (OPA) are intrinsic to the organization and originate from within the organization itself. Examples of organizational process assets include plans, processes, policies, procedures, and the knowledge base that is specific to and employed by the performing organization. These assets clearly wield substantial influence over how project management is carried out within the organization.
Conflict or war is unquestionably an EEF, representing an external factor outside the control of the performing organization.

Question 117:
Unfortunately, at the very last stage of the project, there is a non-compliance issue raised by the government authority regarding the environmental clearance which the project must pass. According to the government officials, the mobile tower which is built by the project team does not adhere to the environmental clearance standard needed to approve the towers to be deployed in the civilian territories. The project development team does not agree with the assessment done by the government officials. This disagreement between the project team and government officials is resulting in the project getting delayed and is a source of potential conflict. Which of the following strategies should be used by the project manager in the above scenario?

A. withdrawal or avoid the conflict
B. compromising
C. forcing
D. confronting or problem solving

Answer: A.

Explanation
Working with government authorities who have the final authority or power to approve or reject a decision is a no-win scenario for the project team. Even though it might be possible that the project is correct and wishes to stand its ground, the ultimate decision to approve or reject the project deployment lies with the government authorities. Hence, conflicting with the government authorities over this issue would not be a wise approach for the project team. Therefore, avoiding conflict or withdrawal is the best choice in the above scenario.
One cannot compel their way upon the government authorities who hold the final authority over approval or rejection. Compromising on a non-compliance issue is also not advisable. Problem-solving or confrontation may be possible, but simply complying with the requirements imposed by the regulatory authority makes more sense instead of challenging those requirements.

Question 118:
The project team is working on creating a software which can identify personal identification information or PII inside a file saved on PC. The project is currently in the execution phase. Which of the following represents the work performance data?
A. Story points completed
B. List of stakeholders
C. Actual cost incurred
D. Number of defects

Answer: A, C, D.

Explanation
The purpose of this question is to ensure your comprehension of the type of data a project generates during the execution phase. Please note that in the provided scenario, there is no mention of whether the project follows an agile or predictive approach. This situation is quite common in real-world projects where some parts may be executed using agile methodologies, while other aspects are handled through predictive approaches, resulting in a "hybrid" project style.
During the execution phase, a project generates work performance data. The list of stakeholders is typically established during the project's initial phases and planning. This stakeholder list is continually monitored and updated throughout the project's duration but does not constitute work performance data.
Work performance data encompasses the raw observations and measurements that are identified during project activities. This data is collected during the execution of work and can be forwarded to the controlling processes for further analysis. Examples of work performance data include metrics such as the number of story points completed, the quantity of

defects, and the actual costs incurred. These examples represent the data generated by the project during its execution phase.

Question 119:
The team is working on a product development - a new pressure cooker for rice which is to be launched in Spain, Portugal and France. The team is using scrum for the product development and so far completed a few sprints and the progress is good.
1 new team member joined the scrum team as a replacement for another team member who went on a maternity leave. This new team member is new to agile and never worked on a scrum team before. He asked which document the team refers to during the daily scrum meeting. What should be the correct reply to his query?

A. No document needs to be referred to during the daily scrum meeting.
B. Product roadmap
C. Sprint backlog
D. Product backlog

Answer: A.

Explanation
The daily stand-up is a very important Scrum event, and as an agile practitioner, you should be aware of the reasons and the right set of practices associated with running the daily Scrum. A few key things to remember about the daily stand-up:
It is NOT a status meeting: As an agile practitioner, you must ensure that the daily stand-up does not become a status discussion meeting. The stand-up meeting is meant to uncover any problems the development team is facing, self-organize, and make commitments to each other.
This stand-up should happen at a fixed time and in the same location in the office.
This stand-up is not always facilitated by the Scrum Master; anyone from the team is encouraged to run the daily stand-up.
However, in a daily Scrum, there is no document that needs to be referred to. Instead, the team should use the daily stand-up or daily Scrum to self-organize and make commitments to each other.

Question 120:
Due to the high rate of attrition the senior leadership within the organization is worried about losing the skilled staff. You being the project manager inside this organization is working on a reward & recognition system in order to reduce the attrition. Which of the following is a good strategy for a project manager regarding the reward & recognition?

A. Give the team recognition throughout the life cycle of the project, then wait until the project is completed.
B. Give the team recognition at the end of project & only give it after the successful completion of the project.
C. Give the team recognition at the end of project & give it after the successful or unsuccessful completion of the project.
D. Give the team recognition at the end of a project phase.

Answer: A.

Explanation
This can be a tricky question if you have not worked on developing the reward and recognition. Part of the team development process involves recognizing desirable behavior. The original plan for rewarding people developed during the resource management planning. Rewards will be effective only if they satisfy a need that is valued by an individual.
Reward decisions are made formally or informally during the process of managing the project team, and cultural differences should be considered when determining recognition and rewards.
A good strategy for a project manager is to give recognition and rewards to the team throughout the life cycle of the project rather than waiting until the project is completed. All other choices are not recommended.
Again, the way of developing the reward and recognition done in your current role or in your organization may be different from what is recommended by the PMBoK guide.
And for the PMP exam, it is better if you familiarize yourself with respect to the best practices given in the PMBoK guide when it comes to reward and recognition.

Question 121:
The IT admin team who worked on the CRM web application has completed the development of an application on-time and within the expected budget. The application was fully tested and accepted by the business as well as by the end users who participated in the testing phase. However, a few months later few application users from the operation team looked for basic "how to use guides" for the application but could never find it. Which of the following is most likely missed by the project team?

A. Validating the scope of the application.
B. Verifying the functional and non-functional requirements of the application.
C. Verifying the fitness of use of the application.
D. Validating the readiness for transition to the operations team.

Answer: D.

Explanation
How often have we heard that the project is ready to implement? There's a good chance that it's not too often. Systems are all checked, user acceptance is complete, and the production environment is ready to roll! But the project somehow fails to implement as expected. Does this sound all too familiar?
The end users did not seem to understand the capabilities offered by the project or the new service. Does this happen to you in real-life projects?
This question scenario covers a very important topic. It's not only important for the PMP exam but can also be equally important in real-life project management – "Operational Readiness."
In the above scenario, the team has validated the scope, as the application was fully tested and accepted by the business and the end users who participated in the testing phase. Similarly, the verification of functional and non-functional requirements of the application and fitness for use of the application is also done by the team because only after these two verifications can the business and end users approve the app's transition to the operations team.

Hence, the most likely reason seems to be that the project team has not validated the readiness for the transition to the operations team.
The team could use the Operational Readiness Assessment technique.
An Operational Readiness Assessment ensures the operating environment is prepared to effectively support and accept the changes resulting from the project. The assessment helps determine the readiness state of the "receiving" organization and defines how close this environment is to the desired readiness state.

https://www.pmi.org/learning/library/operational-readiness-system-ready-environment-7946

Question 122:
Flagship project to develop the mixer grinder is currently in the initiation phase. The whole organization is very excited about the project because if successfully completed this project will allow the organization to make an entry into a new category of product development. The project sponsor last week informed you that you will be playing the role of the project manager in this project. You asked your project sponsor to share some documents that you can refer to to know more about the product & the project. Which of the following documents will be most useful in the project initiation phase? Select all the documents which you think will be useful.

A. Project vision statement
B. Bid documents
C. Project charter
D. Business case
E. Risk reports

Answer: A, C, D.

Explanation
As the name suggests, the project initiation phase is the initial stage of the project. In this phase, the idea for the project is explored and elaborated. The main purpose of the initiation phase is to examine whether it is feasible to undertake this project or not. During the initiation phase, the project sponsor, along with other leadership figures from the organization, makes the decision about who will be the project manager and what some of the high-level expectations from the project are.
During the project initiation phase, the business case document is generally available, along with the project charter. Developing the project charter is one of the primary responsibilities of the project sponsor. The project vision statement outlines the key objectives and expectations of the project, so most likely, these will be the three documents most useful during the initial phase of the project.
Risks will be identified during the planning phase, and the risk identification activity will continue throughout the life of the project. Risk reports are to be shared with the project stakeholders during the project execution.
The bid document is generally used when there is a requirement to procure from outside the performing organization and usually comes into play after the project planning is completed. So, these two documents will not be useful during the initial phase of the project.

Question 123:
The PMO within the organization has shared some recommendations around cost management, risk management and schedule management areas last week. The PMO wants all the project managers within the organization to apply these recommendations to their respective projects. One of the recommendations from the project management office is to keep aside both contingency reserve and the management reserve. Kepler is one of the managers working in this organization.
While Kepler knows the purpose of the contingency reserve, he is not sure what could be the purpose of management reserves. Which of the following is the purpose of management reserves?

A. to complete unexpected activities within the scope of the project
B. to complete expected activities within the scope of the project
C. to complete expected activities out of the scope of the project
D. to complete unexpected activities out of the scope of the project

Answer: A.

Explanation
Almost every project comes with its own risks, and there will be uncertainty surrounding resources, stakeholder behavior, and the availability of funds, etc. This uncertainty is almost certain in every project, regardless of whether it uses agile or predictive-style project management.
To address these uncertainties, the project manager should allocate some funds within the overall project budget to handle any uncertainties that may arise during project execution. Throughout the project, you and your project team identify risks, which are categorized as known/unknown risks. Contingency reserves are set aside to implement a risk response or to address the risk events if they occur during project execution.
The contingency reserve is a part of the project budget and is managed and controlled by the project manager and the project team. It is utilized when a risk materializes as part of the risk response strategy. The actual impact of the risk is added to the cost or schedule, estimates are updated, and the contingency reserve decreases. However, the baseline remains unchanged. Furthermore, project managers encounter unknown/unknown risks, which are risks that have not been identified by the project team. Consequently, the project team doesn't know the cost of responding to these risks. This is where the project must use the management reserve, which is an amount reserved for unforeseen work within the project's scope or, in other words, to complete unexpected activities within the project's scope.
The project manager adds the management reserve to the cost baseline, resulting in the total project budget.

Question 124:
The project team is very new to agile but the team members are experienced in the project's domain which is SAP. Since the team is new to agile, the agile coach was hired and she had a workshop with the project team last week to train the team on agile practices and tools. Now, the team feels they are ready to start the work on the project using agile practices. What should this team not focus on?

A. following the perfect agile process
B. experiments and trying out new ways of doing the things
C. face to face communication
D. look for the results and close collaboration with the business team

Answer: A.

Explanation
An Agile training program aimed at helping a team become familiar with Agile processes and practices is always beneficial for a new team. The team should learn from such a training program that Agile promotes the following practices:

- Face-to-face communication with project stakeholders.
- Both the development team and the business team should collaborate daily throughout the project to ensure the desired results align with the project's goals and stakeholder expectations.
- In an open and safe environment, Agile empowers the team to experiment, try out new approaches, and explore innovative ways of completing their work.

However, the team should not be overly concerned about executing Agile processes perfectly.

Question 125:
At the age of almost 50 and with more than two decades of predictive/waterfall style project management experience behind him, Danny is about to work on his first agile project in the coming weeks. Which of the following Danny has to keep in mind when it comes to planning an agile project?

A. In agile projects, the detailed level project planning is done by the development team and not by the project manager.
B. In agile projects, the detailed level project planning is not done by the development team or by project manager. Agile projects are run without any upfront planning and instead the agile projects focus on working software over upfront planning.
C. In agile projects, the detailed level project planning is done by the project manager.
D. In agile projects, the detailed level project planning is done by the product owner and not by the project manager or by the development team.

Answer: A.

Explanation
People transitioning to agile project delivery from predictive/waterfall-style project management need to grasp a few key differences. One of the significant distinctions lies in the fact that, while in predictive/waterfall-style project management, the project manager assumes primary responsibility for most of the planning and integration efforts, in agile projects, detailed-level project planning is conducted by the development team, not the project manager.
Of course, the agile project manager remains engaged in planning activities, such as agile release planning or iteration planning if the project employs iterative project development.

However, it is the development team that selects the work items from the backlog and determines who will be assigned to which tasks.
One common misconception among newcomers to agile is that, in agile projects, detailed-level project planning is absent, both from the development team and the project manager. Agile projects are not executed without any upfront planning; instead, they prioritize working software over extensive upfront planning.
While agile does emphasize the importance of working software over comprehensive documentation, this does not imply that agile projects operate entirely devoid of upfront planning. In agile, because the requirements are not always well-defined at the project's outset, detailed upfront planning becomes less useful. Consequently, in agile, the project team focuses on detailed planning only for upcoming iterations while maintaining high-level plans for future iterations.

Question 126:
The upcoming project to develop the water purifier using Reverse osmosis(RO) Technology will be a challenging project for your project team. This is because the launch time for the purifier is just over 7 months and due tough competition in the Marketplace the organization do not want to delay the launch of the RO purifier. You are appointed as a project manager and the project sponsor approved you to form the team to deliver this project successfully. Which of the following qualities will you be focusing on in order to form the project team to successfully complete this project? Select all the qualities you think are needed.

A. select the project team members with suitable proficiency level in the skill set needed to complete the project work
B. select the project team members who has the prior experience of working in a similar project if available
C. select the project team members with the requisite technical skills to complete the project work
D. select the team members from only one vendor or department to avoid the complex vendor & communication management

Answer: A, B, C.

Explanation
Planning for the project team composition begins with identifying the skill set required to complete the project work. It may be possible that not all the skill sets needed to complete the project work are available within the performing organization. If the required skill set is not available, you may have to collaborate with external vendors to acquire the necessary skills or specialties to complete the project work.
The project team members who will be working on the project should possess the necessary technical skills to complete the project work. If some team members lack these necessary technical skills and there are no resources available within the organization, the project manager should ensure that the team members receive appropriate training before commencing the project work.

In addition to the required skills, it would be a significant advantage if the project team members have prior experience working on similar projects. The project can benefit from the team's previous project experience and apply the lessons learned in the current project. Proficiency in the required skill set is also an essential factor to consider when forming the team. It is not always possible to obtain all the necessary resources from a single vendor or department, so the project manager should not solely focus on this aspect. If the required skills are not available from one vendor or department, and the project demands those skills, it is practical to seek those skills beyond a single vendor or department.

Question 127:
Mustafa and his team are working on developing a risk management plan for their project. The project team has identified 5 risks and their impact on project's time and cost as shown in the table below.

Risk	Time	Cost
Risk A	More than 6 months	$5M
Risk B	3-6 months	$1M - $5M
Risk C	3-6 months	Less than $2K
Risk D	1-4 weeks	Less than $3K
Risk E	No change	No change

All the risks are negative risks or threats and hence Mustafa, who is the PM & the team, needs to identify the risk scale in terms of the significant impact that these risks pose to the project. Based on the above information, which of the following is the right/correct risk scale for each of the risks?

A. Risk A - Very High, Risk B - High, Risk C - Medium, Risk D - Low, Risk E - No impact
B. Risk A - Very High, Risk B - Medium, Risk C - No impact, Risk D - Low, Risk E - Very High
C. Risk A - High, Risk B - Very High, Risk C - Medium, Risk D - Low, Risk E - No impact
D. Risk A - No impact, Risk B - High, Risk C - Medium, Risk D - Low, Risk E - Very High

Answer: A.

Explanation
While the definition of risk probability and impact level may be specific to the project context, there are some basic guidelines that a project team should always consider when conducting a risk assessment. For example, a risk that would have a significant impact on both time and cost (for instance, Risk A in a given table, which would require more than 6 months and could cost close to $5 million) should be treated as a very high or significant risk for the project. On the contrary, if the risk has zero impact on the project's objectives (such as time

and cost, as in the case of Risk E in the above example), it should be treated as a "no impact" risk.
If we apply the above understanding, the correct risk scale for each of the risks would be as follows: Risk A - Very High, Risk B - High, Risk C - Medium, Risk D - Low, Risk E - No impact. All other choices are incorrect.

Question 128:
The new machine learning project which is to be executed by the project team for the first time has many unclear requirements. Hence, the agile project manager and the project team agreed that using an agile approach for this project will be more beneficial. Now that the decision has been made to use agile practices for the project, what should be the approach for this project team in order to make sure these unclear requirements don't create problems when the project is in execution?

A. Project team should build rapid prototypes and review them frequently with the project stakeholders.
B. Project team should record the risks that there are many unclear requirements and should add these risks in the risk register.
C. Project team should wait for the business analyst or person responsible to define these project requirements to fully define the requirements in full detail, before beginning the development work.
D. Project team should record the risks that there are many unclear requirements and should add these risks in the risk register & share these risks periodically with the project stakeholders.

Answer: A.

Explanation
To answer this question correctly, you need to have knowledge or experience with agile projects. One option for the project team is to wait for the business analyst or the person responsible to define the project requirements fully before beginning the development work. This approach is clearly unsuitable for an agile mindset or approach because, in this case, the team isn't even starting the development work; instead, they are waiting on other people or situations.
Additionally, while it is good practice to highlight the risks and inform the stakeholders about the many unclear requirements, doing this alone (and not taking any further action) is not sufficient and won't help the team move forward and bridge the gap between unclear or unstated requirements and the real project requirements.
So, the project team should focus on building rapid prototypes and review them frequently with the project stakeholders. By following these steps, if there is a gap between unclear or unstated requirements and the real project requirements, such a gap can be found during the review of the built prototype. Based on the feedback received, the development team can make necessary adjustments and align the development more closely with the actual needs of the project.

Question 129:

Although the team is claiming that they are using the scrum, there is a feeling that the project team is not using the scrum effectively. For example events such as daily stand ups are becoming more like a status meeting. During the sprint planning meeting the team is using that meeting to discuss the technical solutions. Who should help the team in the above situation?

A. The product owner
B. The scrum master
C. The development team
D. The project sponsor

Answer: B.

Explanation
You can expect a few questions about Scrum on the PMP exam, as Scrum is one of the most popular and widely used agile frameworks. The Scrum framework is a single-team framework, typically used for product development. To use or apply the Scrum framework, you should be familiar with the following parameters:

- Scrum roles: product owner, Scrum master, and the development team.
- Scrum events or ceremonies: daily stand-up, backlog refinement meeting, Sprint retrospective, and Sprint review.
- Scrum artifacts: sprint backlog, product backlog, product increment.

This question scenario tests your understanding of Scrum roles and who is responsible for what in Scrum. You will encounter questions in this and three other practice tests to ensure you gain sufficient exposure to scenario-based practical questions on Scrum. In the above scenario, it is clear that different Scrum events, such as the daily stand-up or Sprint planning meetings, are being incorrectly used by the project team. The daily stand-up should not become a status meeting. Instead, during the daily stand-up, team members should discuss what they did yesterday, what they will do today, and any impediments they may be facing.

Similarly, in a Sprint planning meeting, the project team is not supposed to discuss technical solutions to a given problem. Sprint planning is more about deciding what the team should focus on in the upcoming Sprint. In this scenario, it is the responsibility of the Scrum master to coach the development team about the correct process to follow in the Scrum framework.

Question 130:
Since the team lacks skills to develop the machine learning models needed for the project, it was decided that these machine learning models are to be developed by the external vendor team. The project manager is working with the procurement department to finalize the contract with the vendor team who will develop the machine learning models. What should the PM must keep an eye on when the contract is developed? Select all that apply.

A. PM must ensure all the needs of the project are included in the contract
B. Contract should clearly state expected deliverables and results including the knowledge transfer from vendor to buyer.

C. The PM should make sure the contract type is time and material or T&M.
D. Contract should clearly state expected deliverables and results
E. The PM should make sure that the contract type is NOT a fixed bid.

Answer: A, B, D.

Explanation
While the PMP exam doesn't expect the PM to know every legal detail about the contract, it is important for the project manager to be familiar enough with the procurement process to make intelligent decisions regarding the contract and the contract relationship. The exam will test your understanding only up to that level. The project procurement management processes involve agreements that describe the relationship between two parties: the buyer and the vendor or seller.
As a project manager, you should ensure the following:

- The contract should clearly state expected deliverables and results.
- The PM must ensure that all the project's needs are included in the contract.
- The contract should clearly state expected deliverables and results, including knowledge transfer from the vendor to the buyer.
- The contract type (T&M or fixed price) depends on multiple factors.

For example, fixed-price contracts are most suitable when the scope of work is clearly defined, and the requirements are well understood. In the above scenario, no details about the nature of the work are mentioned, so the PM cannot decide which contract type to use. Therefore, those two choices are incorrect.

Question 131:
As a project manager, you know that a few enterprise environmental factors, such as the political climate of a country or marketplace conditions, can affect the outcome of the project. These enterprise environmental factors, or EEFs, originate from the environment outside of the project, and on most occasions, they also originate outside of the enterprise or performing organization. Which of the following are also affected by the EEF?

A. Only project
B. Project and program
C. Project, program and portfolio
D. Project and portfolio

Answer: C.

Explanation
Enterprise environmental factors, or EEF, encompass all the conditions and systems not under the control of the project team that influence, constrain, or guide the project's work. This includes elements such as existing internal and external infrastructure, computer systems, networks, and software, as well as naturally occurring phenomena (beyond just climate) and legislation existing within and outside the organization that will affect your project management approach. It's vital to recognize that EEF can impact not only at the project level but also extend its influence to programs, portfolios, and even the organizational level.

Question 132:

Alen is a project manager who will be soon starting the work on his new project to develop the new kitchen chimney product. The project team and other project resources needed to complete the project work or to be planned in the upcoming weeks. Which of the following Alen expects to be ready before he starts the project planning?

A. Business case
B. RACI chart
C. Issue log
D. Risk register

Answer: A.

Explanation
As a project manager, you likely need to utilize numerous artifacts and documents, and you may also need to create various project documents and artifacts during the project's execution. Because of this, it's essential for you as a project manager to have a clear understanding of which documents you will create and which documents will be created for you by other teams, such as the project sponsor and the business team.
One such document is the business case, which is generally created before or at the very beginning of the project. The project manager is not usually involved in creating the business case document; typically, it is created by the business team or by the project sponsor if they are knowledgeable about the business aspects.
The business case document encompasses a value proposition for the proposed project, and it typically includes both the financial and non-financial benefits that the performing organization expects from the project. Other documents mentioned, such as the risk register, issue log, or RACI chart, are created by the project team during the project's execution.

Question 133:

Dion is relatively new to the agile/scrum style of Project Management work. He is an experienced project manager and has worked on multiple projects across different domains but all of them were developed using a predictive or waterfall style project management approach. For his upcoming project Dion has to work with the project team which will be using scrum, and he is confused around task allocation activity. Who is responsible for task allocation in the scrum team?

A. The scrum master
B. The agile coach
C. The product owner
D. The development team

Answer: D.

Explanation
You can expect a few questions about Scrum on the PMP exam, as Scrum is one of the most popular and widely used agile frameworks. The Scrum framework is a single-team framework

typically used for product development. To use or apply the Scrum framework, you should be familiar with the following parameters:

- Scrum roles: product owner, Scrum master, and the development team.
- Scrum events or ceremonies: daily stand-up, backlog refinement meeting, Sprint retrospective, and Sprint review.
- Scrum artifacts: Sprint backlog, product backlog, and product increment.

This question scenario tests your understanding of Scrum roles - who is responsible for what in Scrum. You will encounter questions designed to test your understanding of Scrum events or ceremonies and Scrum artifacts in this and three other practice tests to ensure you gain sufficient exposure to these scenario-based, practical questions on Scrum.
One of the core principles of the agile project management approach is to build a project around motivated individuals. The agile project manager should aim to create an environment in which ideas and thoughts are freely exchanged among team members without fear of repercussion. The agile project manager or the Scrum master, in the case of a Scrum team, also ensures that the necessary support is provided to the development team to complete the project work and that there is a high level of trust in the development team's ability to complete the project work. In the case of the Scrum methodology, the development team will decide task allocation, and the project manager or Scrum master will provide an open and safe environment and the necessary support to the development team.

Question 134:
Skill Valley Inc. and their business team did the survey of their competitors in the telecom market. The major reason for doing this survey was that they wanted to understand how their competitors are able to launch many of the telecom products in a span of a few months. The findings of the survey revealed that their competitors are using agile delivery to launch many of the telecom products in a span of a few months. The senior leadership in Skill Valley Inc. also wanted to try out agile methods, hence. Which one of the following will be the characteristic for a smooth transition into agile delivery? Select all that are supporting or change-friendly characteristics from below.

A. Leaders within the organization are rewarded for local efficiencies
B. Employees within the organization are specialized contributors with limited tools and limited incentive to diversify their skills
C. Procurement strategies within the organization are based on short term price in strategies
D. The willingness of executive management to change.

Answer: D.

Explanation
By observing the success of other organizations that have seamlessly adopted the Agile-based delivery model, many organizations may be tempted to explore Agile approaches within their own organization. However, one critical aspect that organizations embarking on the Agile journey must grasp is the compatibility of Agile methods with their current practices.
If the existing methods are harmonious with Agile principles, the transition to Agile can be smoother. Some organizations naturally align with Agile principles, such as cross-functional

development, collaboration, and continuous learning, making the transition more seamless. There are specific characteristics within an organization that can facilitate a smooth transition to Agile-based delivery. An example of such a characteristic is the willingness of the executive management team to embrace change. However, several other characteristics may pose obstacles to achieving organizational agility. Some examples of these unfriendly characteristics include:

- Leaders within the organization are rewarded for local efficiency.
- Employees within the organization are specialized contributors with limited tools or incentives to diversify their skills.
- Procurement strategies within the organization are primarily focused on short-term pricing strategies.

Question 135:
During the last week after the risk workshop is conducted there are more than 50 project risks which the team has identified so far and based on the risk profile of the project you have decided to keep aside the contingency reserve to take care of the project risk if they materialize. One of your team members has asked you how to calculate the contingency reserve. Which of the following is/are the methods to calculate the contingency reserve? select all the correct answers.

A. Contingency reserve is always equal to cost baseline.
B. Contingency reserve can be a percentage of the estimated cost
C. Contingency reserve is always equal to project budget.
D. Contingency reserve may be developed by using quantitative analysis method such as Monte Carlo analysis
E. Contingency reserve can be a fixed number

Answer: B, D, E.

Explanation
Almost every project comes with its own risks, and there will be uncertainty regarding resources, stakeholder behavior, or the availability of funds, etc. This uncertainty is nearly certain in every project, regardless of whether it uses agile or predictive-style project management. To deal with these uncertainties, the project manager should allocate some funds in the overall project budget to address any uncertainty that may arise during the project's execution. The primary reason why the project budget should include a contingency reserve fund is to enable the handling of uncertainty in a way that won't have a negative impact on the project's objectives.
Contingency reserves are set aside to implement a risk response or to respond to the risk event if it occurs during the project's execution. The contingency reserve is a part of the project budget and is managed and controlled by the project manager and the project team.
The contingency reserve is used when a risk occurs as part of the risk response strategy. The actual impact of the risk is added to the cost or schedule, the estimates are updated, and the contingency reserve decreases. However, the baseline does not change.
If risks do not materialize, the contingency reserve associated with those risks is not spent, and the project is completed ahead of schedule and under budget. Contingency reserves can be

determined by any of the following methods:

- Contingency reserves can be a percentage of the estimated cost.
- Contingency reserves can be a fixed amount.
- Contingency reserves may be developed using a quantitative analysis method, such as Monte Carlo analysis.

Question 136:
Last week, a few college graduates joined as an intern in the project team. These college graduates now became part of the project team where they will learn the product development work along with some of the other project team members.
When the project manager explained the different phases of the project such as initiation, planning execution, monitoring and control and closure one of them asked why the project planning is necessary. Which of the following statements correctly describe the purpose of project planning?

A. The purpose of the project planning is to develop an appropriate approach to satisfy project stakeholders
B. The purpose of the project planning is to develop an appropriate schedule to complete the project work.
C. The purpose of the project planning is to proactively develop an appropriate approach to create the project deliverables.
D. The purpose of the project training is to develop and appropriate approach to satisfy project sponsor

Answer: C.

Explanation
As mentioned in the scenario, the project goes through multiple phases, such as project initiation, project planning, execution of the project, monitoring and controlling the project deliverables, and finally closing the project. Let's imagine you want to go on vacation in another country. Do you just pack a bag and catch a flight? Most likely, no. In most cases, you make a plan. You decide how many days you will be staying and in which hotel. Which flight to take? Maybe you want to visit that country when the climate is really good. Then you shortlist the places you want to visit. And there are many other things that you think and plan before you actually travel.
The same applies to projects. The performing organization has to invest a lot of resources, such as a development team and the raw materials needed to develop the project, etc. If there is no project planning done before the project work begins, then there is a good chance that many of the things needed to complete the project may be missed, and this may lead to financial losses as well as a loss of reputation for the performing organization. Thus, project planning is necessary.
Project planning is a phase in which the project team proactively develops an appropriate approach to create the project deliverables. This includes the plan to keep the project stakeholders, such as project sponsors and organizational leadership, engaged and satisfied. Project planning is also about developing an appropriate schedule to complete the project work. But note that project planning is not only about stakeholder engagement or creating a

schedule alone. Project planning has many different domains that the project manager and the project team have to consider, such as:

- The scope of the project
- How much budget is needed to complete the project work
- How many resources are required and what kind of resources are required for the project
- What quality of work should be present in the project deliverables
- What risks the project has to deal with
- How to manage communications that need to happen throughout the life of the project
- Are there any purchases needed to successfully complete the project deliverables

As you can see, to complete the project successfully, there are many project domains that need to be carefully planned by the project team, and that is why project planning is required.

Question 137:
The project team is working on ensuring the quality of the wooden benches developed for the undergraduate schools in Canada adheres to the project's quality requirement. The project manager wanted to make sure the team allocated sufficient time and efforts to build the quality, access the quality into these wooden bench products so as to avoid the cost of doing the repair work later. Which of the following options correctly describe the cost of quality components & their meaning? Select all that are correct.

A. Prevention cost : costs related to the prevention of poor quality into the product
B. Detection cost: costs related to the detection of the defects in the product
C. Failure cost: costs related to nonconformance of the product or a deliverables to the needs or expectations of the stakeholders
D. Appraisal cost : costs related to measuring, auditing and testing the product

Answer: A, C, D.

Explanation
There are a few terms used and described in the PMBOK Guide, which may or may not be commonly used in real-world projects, but they sometimes appear in the PMP exam. You should be familiar with such terms and their meanings so that you can correctly identify them in the exam and select the right option accordingly. In the above scenario, three terms are used in the PMBOK Guide to describe the Cost of Quality (COQ), and these are:

- Prevention cost
- Appraisal cost
- Failure cost

There is no such thing as a "detection cost," and it is simply a made-up term. Remember, prevention costs and appraisal costs are essentially money spent during the project to avoid failures, while failure cost is money spent during and after the project because of failures.

Question 138:
Jeremy, who is the project manager and his team, completed the project work and deployed the website last month. The response from the users all around the world is

positive so far however some users in Japan and South Asia complained that the website is very slow. The request to fix this issue came to Jeremy & his project team. The project closure did not happen in the right way in this project. Select True or False.

A. False
B. True

Answer: B.

Explanation
You can expect a few PMP exam questions in this true/false format, so I have included a few from the practice tests. In this scenario, the project closure does not happen in the right way in this project. That is because, if the project closure had happened the right way, the request to fix this issue should have been directed to the operations team, not to the project team.

These kinds of scenarios are common if the performing organization does not distinguish between responsibility for maintaining and operating the deliverables of the project by other departments, such as the operations team, but rather continues to hold the project management team accountable for such activities. As a result, those who have the necessary skills, tools, means, and capability to "operate and maintain" a project deliverable are not tasked to do so. Instead, those who do not have such skills, tools, means, and capability (the project management team) are required to operate and maintain the deliverable.
This is not a good practice. Instead, the project manager should make sure to conclude activities to close out the project or phase, such as:

- Capturing the final lessons learned.
- Conducting the retrospective.
- Closing all the procurements.
- Finalizing the financials.
- Releasing the resources.

Useful link: https://www.pmi.org/learning/library/importance-of-closing-process-group-9949

Question 139:
Richard works as a software developer in a scrum team. The team has a dedicated scrum master and product owner. The team meets for around 15 min. daily for a stand up and discuss the status of the work. This stand up happens at a fixed time, 9:30am in the morning and in the same location in the office. This stand up is not always facilitated by the scrum master, anyone from the team is encouraged to run the daily standup. Which of the following practices should be avoided by the team?

A. Holding the stand up at a fixed time, 9:30am in the morning is repetitive and boring, instead the team should have the stand up at a different time.
B. Holding the stand up in the same location in the office is repetitive and boring, instead the team should have the stand up at different locations.
C. The stand up should not be a status meeting, instead the team should self-organize and make commitments to each other.
D. The stand up cannot be run by anyone from the team, instead scrum master should always run it.

Answer: C.

Explanation
The daily stand-up is a very important Scrum event, and as an Agile practitioner, you should be aware of the reasons and the right set of practices associated with running the daily Scrum. Here are a few key things to remember about the daily stand-up:

- It is NOT a status meeting: As an Agile practitioner, you must ensure that the daily stand-up does not turn into a status discussion meeting. The stand-up meeting is meant to uncover any problems the development team is facing, self-organize, and make commitments to each other.
- This stand-up should occur at a fixed time and in the same location in the office.
- This stand-up is not always facilitated by the Scrum Master; anyone from the team is encouraged to lead the daily stand-up.

Hence, in the scenario mentioned above, the only practice to avoid is letting the stand-up become a status meeting.

Question 140:
Priscila works out of the Sao Paulo office in Brazil as a project manager. Right now, for a new project the risk identification workshop is going on in their project. The goal of this activity is to identify individual project risks and assign the risk owners to each of these risks. Which of the following project artifacts will be most useful to complete the above objective for Priscila?

A. Stakeholder register
B. Risk register
C. Assumption log
D. Risk report

Answer: A.

Explanation
Please note that the team is conducting "risk identification" and is seeking to assign a risk owner to each identified risk. This should immediately eliminate the need for the risk register and risk reports, as these two documents will be the output of the risk identification activity. These two documents are not useful while the team is working on identifying individual project risks and assigning the risk owners to each of these risks.
Furthermore, assumption log documents may be updated after the risk identification activity, as the team may make new assumptions or modify existing ones. Therefore, the assumption log is not very useful for identifying individual project risks and assigning risk owners to each of these risks.
On the other hand, the stakeholder register contains information about the individuals who may participate in the risk identification process and also includes details about those available to work as risk owners.

Question 141:

Last week, Senthil joined the scrum team in the Chennai office, India. Since he wanted to refer to the product roadmap, to understand the product vision and direction for the product offering over time. He asked his team to share the product roadmap during the standup but he came to know that it is not available. Who should create the product roadmap?

A. Product owner
B. Senthil himself can create it as one does not exist and share it with rest of the team
C. The project sponsor
D. Scrum master

Answer: A.

Explanation
You can expect a few questions on Scrum in the PMP exam, as Scrum is one of the most popular and widely used Agile frameworks. The Scrum framework is a single-team framework, typically used for product development. To use or apply the Scrum framework, you should be familiar with the following parameters:

- Scrum roles: Product Owner, Scrum Master, and the Development Team.
- Scrum events or ceremonies: Daily Stand-Up, Backlog Refinement Meeting, Sprint Retrospective, and Sprint Review.
- Scrum artifacts: Sprint Backlog, Product Backlog, and Product Increment.

This question scenario tests your understanding of Scrum roles, determining who is responsible for what in Scrum. You will encounter questions designed to assess your comprehension of Scrum events or ceremonies and Scrum artifacts in this and three other practice tests, ensuring you gain sufficient exposure to these scenario-based, practical questions on Scrum.
In Scrum, the Product Owner (PO) is responsible for creating the product roadmap. A Product Owner can assist the team in maintaining the product vision by creating a product roadmap. The product roadmap is a high-level, strategic visual summary that outlines the vision and direction for the product offering over time. It serves as both a strategic guide for stakeholders to reference and a plan for execution.

Question 142:
Due to budget and time constraints, the project team cannot complete all the features in the Android tablet which they plan to launch in the USA and Canada. One of the suggestions from some of the experienced team members is to develop the minimum viable product or MVP & launch it in the USA and Canada and based on the feedback from the early customers, the product can be adjusted in the later phases after the launch. The organization leadership liked this idea and decided to complete the minimum viable product development and launch the product in the US and Canada.
Which of the following is false about the minimum viable product?

A. MVP contains the subset of features of the product.
B. MVP allows the organization to get feedback from the customers.

C. MVP allows the organization to learn from the feedback from the customers & make the appropriate changes in the product in the later phases after the launch.
D. MVP makes final product development faster.

Answer: D.

Explanation
Why do agile teams build the MVP? The main reason is to gain early feedback. MVP 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. We have to keep in mind that project resources are limited, and we don't have infinite time or an unlimited budget for any project. So, as a project manager, it is important that these resources are used in the most effective way. We don't want the project team to work on the features of a product that no one is going to use. Instead, we want to develop the features that are most appealing to the end-users and actually solve real problems.

But on many occasions, the project team may not know which features will be useful to the end user, and they don't want to spend time on developing all the features. In such situations, developing the MVP is the right thing to do. MVP offers many advantages, such as:
- MVP allows the organization to get feedback from customers.
- MVP allows the organization to learn from the feedback from customers and make appropriate changes in the product in the later phases after the launch.
- MVP contains a subset of features of the product, so teams don't have to spend a huge amount of money or a lot of time developing all the features. Instead, the team can focus on developing a product that has just enough features to satisfy the needs of early customers.

However, MVP cannot automatically make final product development faster. The main idea of the MVP is to learn from the feedback received from the early adopters of the product and make the necessary changes based on the user feedback.

Question 143:
The upcoming project is going to follow the traditional or waterfall style project management approach because most of the project requirements are expected to remain stable and the project team don't see too many changes coming in the project.
Xavier is a project manager who is currently working on a project communication plan for this project. Xavier's project sponsor asked if Xavier is going to update the project communication plan and when he plans to do so. What should Xavier reply?
A. The project communication plan is reviewed only at the end of project phase and modified as and when necessary, when the stakeholder community changes or at the start of each new project phase.
B. The project communication plan is reviewed regularly and modified only at the start of each new project phase.
C. Because the project follows a traditional or waterfall style project management approach, and the project requirements are expected to remain stable, The project communication plan is not to be changed at all for this project.

D. The project communication plan is reviewed regularly and modified as and when necessary, when the stakeholder community changes or at the start of each new project phase.

Answer: D.

Explanation
This question tests your understanding in a very practical sense. If you have previously worked on the project communication plan development, you would know that a communication plan is something that requires regular review and updates as the project progresses and changes happen to the project stakeholder community.
So, here are a few key best practices to remember from this scenario question regarding the project communication plan:

1. Always conduct a regular review of the project communication plan: It is up to the project manager and the project team to decide the appropriate frequency of the review. Planning it once and never reviewing it later at any time is a bad practice. It doesn't matter if the project is following a traditional or waterfall-style project management approach, agile, or hybrid. Regularly reviewing the project communication plan is essential because there is a chance that the project stakeholder community will change as the project progresses, and the project team should make necessary adjustments to the project communication plan as per the new changes or needs.
2. Update the project communication plan as and when the project stakeholder community changes: Remember that different stakeholders will have different communication needs. If a new project stakeholder joins the team, their communication needs should be considered, and the project communication plan should be updated accordingly.
3. Review and update the project communication plan when the project transitions into the next phase: When the project transitions into the next phase, there could be new realities, and the way or nature of work to be done in the next phase could be different from the last phase. This may demand a different style or method of communication. Therefore, it is wise for the project team to conduct a thorough review of the existing project communication plan and see if it is okay to continue with the same plan or if it needs modification to make it more suitable for the needs of the next phase.

Question 144:
George and his project team are part of a service based company in Canada. This project team is working on developing a software for the fitness watch. And the team is using agile for their delivery. They are working with a customer whose organization is not much familiar with agile and how the agile delivery model works. What should George, who is the project manager on this team, should be focusing on most for this project's success?

A. Successfully completing all the features of the product in a shortest possible time

B. Changing the organizational culture of the customer organization
C. Successfully discovering and delivering the project's features.
D. Customer acceptance of and alignment with the project's output.

Answer: D.

Explanation
All the projects are about change. Remember that most Agile approaches emphasize delivering the project output early and often. This is well and good, but there could be a potential problem if the receiving organization fails to incorporate or accommodate those outputs at an increased pace. This is likely to happen in this scenario because it is mentioned that the customer organization is not very familiar with Agile and how the Agile delivery model works.
That is why customer acceptance of and alignment with the project output becomes even more prevalent in an Agile environment, and just successfully discovering and delivering the project feature is not good enough. There is no need for the performing organization to make changes to the organizational culture of the customer organization. Instead, the performing organization should focus on ensuring the customer accepts the project's output.
Also, speed is not the only success criterion. You may generate the project output at the fastest speed, but if the customer organization is not fully prepared to incorporate or accommodate those outputs at an increased pace, then the targeted return on investment is delayed.
So, in this case, the PM should focus on working with the customer organization and make sure they are ready to accept the project's output at a pace that works for both parties.

Question 145:
After identifying more than 150+ project stakeholders, the project team now aims to categorize these stakeholders based on their level of authority, level of concerns about the project's outcome and their ability to influence the outcome of the project.
Which of the below stakeholder mapping that this project team can use?
Select all that apply.

A. position-power grid
B. power-influence grid
C. power-interest grid
D. impact-influence grid

Answer: B, C, D.

Explanation
It is crucial not only for the project to identify all the stakeholders, but the project team must also keep in mind how these diverse stakeholders can influence the project. A project team would benefit from understanding not only their interests but also comprehending the potential project impact if their needs were not met. The key is to remember that identifying interests is done with the stakeholders' perspective in mind, not the project team's or the project manager's. Stakeholder mapping techniques, such as the power-interest grid, power-influence grid, and impact-influence grid, will take into consideration the three key factors about the project stakeholders:

- Level of authority (power)
- Level of concern about the project's outcome (interest)
- Their ability to influence the project's outcome (influence)

There is no such thing as a 'position-power grid,' and it's just a made-up term.

Question 146:
Bill is project manager and he is happy that the team with whom he is working for the cold-drink development work has now begun working together and adjusting their work habits and behaviors to support each other and team. As per the Tuckman ladder development stages, which stage of development Bill's team is in?

A. Performing
B. Norming
C. Forming
D. Storming

Answer: B.

Explanation
Tuckman's Ladder Model is a tool for understanding the five stages of project team development: forming, storming, norming, performing, and adjourning. Although every project team is unique and will progress at its own pace, these stages work as an effective guide for project managers during each phase of their project. Understanding these five stages can help you as a manager anticipate where your team members may be on the ladder, allowing you to more effectively manage them as individuals and as a collective unit or group.
While it is common for these stages to occur in order, it is not uncommon for teams to get stuck in a particular stage or regress to an earlier stage. Project teams with members who have worked together in the past might skip the development stage.
The Tuckman Ladder Model describes the multiple stages that a project team moves through, and based on the development stages of the project team, a project manager can decide how to approach and handle the project team by selecting an appropriate leadership style. In the above scenario, it is mentioned that the team members are working together and adjusting their work habits and behaviors to support the team. Hence, this is a good indication that the team is in the "norming" phase.

Question 147:
At the very beginning of the project, the customer has asked the project team to arrange for a design review as soon as the design work is completed for a car design project. The project manager understands that the design review is a significant point or an event in the project and hence planning to address it. Which of the following correctly describes the action which a project manager should take for the above?

A. The design review event is an example of an issue and project manager should add this into a RAID logs under "Issues"
B. The design review event is an example of work package and project manager should add this into WBS (work breakdown structure)

C. The design review event is an example of a project risk and project manager should add this into a risk register
D. The design review event is an example of a milestone and project manager should add this into a milestone list

Answer: D.

Explanation
In the schedule management area, after creating the schedule management plan, the project team can work on one more process called "define activities." The defined activity is not always done as a separate process in real life, and many project managers tend to combine this effort with creating a work breakdown structure where they decompose work packages into activities required to produce the project's deliverables.
The "define activity" process also involves determining milestones - which are significant points or events in a project. These milestones are not work activities and have no duration; they just represent significant points in the project. Examples of milestones include:

- A completed product design.
- Customer-imposed due dates for interim deliverables.
- Customer-requested events such as a design review on a specific date, etc.

Milestone lists can be used by the project manager to record all the project milestones. The design review event itself is not a risk or an issue, neither is it a work package; it simply signifies an important event that the customer has requested. So, those choices are incorrect.

Question 148:
To add or not to add a payment interface in the website on which the team is working on is not reaching any consensus. And as a project manager you obviously want the team to get agreed on a decision. Which of the following decision making techniques can be used in the above situation?

A. Autocratic decision making
B. Voting with majority
C. Mind mapping
D. Voting with plurality

Answer: A, B, D.

Explanation
One more question regarding the collection of the requirements: Another scenario that you may have already experienced as a project manager. It is not always the case that everyone in the project will agree on one thing always. As a project manager, you should be able to find a way to move forward when the team is unable to make the decision.
The PMBoK Guide mentions multiple decision-making techniques that can be applied in the other scenario. You probably need to know these multiple decision-making techniques not just for the PMP exam but also for real-world project management activities.
Perhaps the most common decision-making technique is voting. Voting is a collective decision-making technique and an assessment process with multiple methods to generate,

classify, and prioritize product requirements.
Voting with a majority means a decision that is reached with support obtained from more than 50% of the members of the group. Voting with a plurality means that a decision is reached whereby the largest block in the group decides, even if a majority is not achieved. This method is generally used when the number of options nominated is more than 2.
Autocratic decision-making is also one of the valid choices, but it may or may not be the best choice depending on the situation. In autocratic decision-making, only one individual takes the responsibility for making the decision for the entire group.
Mind mapping is not a decision-making technique; it's a data representation technique that consolidates ideas created through individual brainstorming sessions into a single map to reflect commonality and differences in understanding and to generate new ideas.

Question 149:
A brand new project team is formed for the upcoming project whose goal is to create internal components required for the refrigerators. The project will use agile. The team consists of 8 team members with cross-functional skills. The team members are highly skilled and motivated and are looking forward to working with each other albeit all 8 of them will be working together for the first time. Which of the following project artifacts should be available or to be prepared for this project team?

A. Only the team charter
B. As this is an agile project, neither project charter nor the team charter is needed
C. Only Project charter
D. Both Project charter and Team charter

Answer: D.

Explanation
Just because the project will be using the agile project management approach, it does not mean it doesn't need any documents such as a project charter or a team charter. Every project needs a project charter so that the project team knows:

- Why this project matters to the performing organization.
- What the project objective is.

However, the project charter itself may not be enough for the team. Agile teams require team norms and an understanding of how to work together as a cohesive, self-organizing team. This is more prominent in cases when the team members have never worked together before and do not have any idea of how to work together as a team. In such cases, the team might need a team charter.
In this scenario, the project team consists of 8 team members who have never worked together before. It will be useful to create a team charter in this case.

Question 150:
Abhijeet has project management experience in both waterfall and productive style project management as well as using Agile for the project management. Abhijeet has successfully executed the projects using both project methodologies in the past.

However the project team with whom Abhijeet is supposed to be working from next week on a new project don't have any prior experience working on agile project management. This new project on which Abhijeet and the project team are going to work will be based on agile project management/Agile methodology. What should Abhijeet do in this case?

A. Recommend using predictive or waterfall style project management to the organizational leadership As the project team is not familiar with the agile project management
B. Hire an external agile coach to train the team on agile. Allocate the appropriate budget for hiring the agile coach
C. Abhijeet should see this as an opportunity to mentor and should share his own Agile project management knowledge with the project team.
D. Send the project team meaning to get trained on agile, Allocate the appropriate training budget for the same

Answer: C.

Explanation
One of the things that the project manager should do is look for opportunities to mentor the project team members whenever the opportunity presents itself. In this scenario, it is mentioned that the project manager (Abhijeet) himself has successfully executed multiple projects using both predictive as well as an agile project management approach. This means that the PM has a very good knowledge of executing the projects using agile project management principles and practices. Hence, he should consider the lack of prior experience of the project team in agile as an opportunity to mentor, where he can now mentor the project team members from his own personal experience.
While other choices that are mentioned, such as sending the team to an external training program or hiring an agile coach, are not entirely incorrect or wrong, but they may involve additional costs. It probably doesn't make sense that the project already has Abhijeet as one of the subject matter experts in agile, and yet the team is sent to external training or the team has added the extra cost by hiring an external person while the expert was available in-house. Asking the organizational leadership to use the predictive or waterfall style of project management approach is not recommended because agile project management has many advantages over predictive or waterfall-style projects. It is also mentioned in the scenario that the organization has already decided to use agile. This probably hints that the organization must have done some homework already based on the project requirements, and only after that did they decide to use agile instead of the waterfall or predictive life cycle. So changing back to waterfall is a step backward.

Question 151:
Maria works from her California office and she works in a PMO. During one of the meetings with her other fellow PMs, one of the senior leadership executives asked Maria to tell her between 4 projects currently running in the organization, which one is most complex in terms of project's communication complexity.
Project A - which has 23 stakeholders

Project B - which has 56 stakeholders
Project C - which has 20 stakeholders
Project D - which has 59 stakeholders
What should be Maria's reply?

A. Project B
B. The PM can't answer or determine the project's communication complexity based on the number of stakeholders alone.
C. Project C
D. Project D

Answer: D.

Explanation
Have you considered using the potential communication channels formula for this question? If so, it is not really necessary. Of course, you should be aware of the formula used to calculate the number of potential communication channels for the PMP exam, which is as follows:

n * (n - 1) / 2, where n represents the number of stakeholders.

For a moment, if we assume there are 7 stakeholders and use 7 in the formula, it becomes like this:

7 * (7 - 1) / 2 = 21.

And if we replace 7 with a slightly larger number, say 12, the potential communication channels increase to:

12 * (12 - 1) / 2 = 66.

The key takeaway from this formula is that a project's communication complexity depends on the number of stakeholders in the project. The more stakeholders there are, the greater the project's communication complexity.
So, to determine a project's communication complexity from these 4 projects, you simply need to choose the project with the most stakeholders, which in this case is Project D.
How can this calculation of potential communication channels be useful to you as a project manager?
Miscommunication is a common problem in project management that can affect project elements such as cost, schedule, and quality. Communication becomes more complicated as more people get involved, increasing the likelihood of miscommunication.
This means that the project's communication complexity increases exponentially as the number of project stakeholders increases, and this is the key takeaway from this formula regarding potential communication channels. As a project manager, you may need to carefully craft your project communication plan with more details if there is a large project stakeholder community.

Question 152:
Most of the project staff with which Amol is working is highly competent and skilled, and has been working on the project since the last 18 months. The previous project manager

has left the project to join another team and Amol who is now the PM for this team is trying to apply various aspects of the project including the leadership style needed for this team. Which of the following is the right approach for the leadership for this team that Amol should apply?

A. Apply the autocratic leadership styles & keep all decision-making powers centralized to speed up the work as the team is highly competent and skilled, and has been working on the project since the last 18 months.
B. Apply the directive leadership styles & keep all decision-making powers centralized to speed up the work as the team is highly competent and skilled, and has been working on the project since the last 18 months.
C. Choose a "hands-off", laissez-faire leadership style approach in which the manager provides little or no direction and gives employees as much freedom as possible. Give all authority or power to the team member and they must determine goals, make decisions, and resolve problems on their own.
D. None of these.

Answer: C.

Explanation
You can expect a few questions on the PMP Exam regarding the application of the appropriate leadership style. The idea is to apply the suitable leadership style based on the maturity of the project team. The project manager should choose the most effective leadership approach depending on the situation because the leadership style is crucial for the team's success.
In an environment with highly competent and engaged staff, empowered delegation yields more productivity than centralized coordination. In other words, don't use an autocratic or directive leadership style when the project team consists of highly competent and skilled individuals. The autocratic or directive leadership style is not suitable when the project staff is highly competent and skilled because many people resent being treated this way.
As a result, autocratic leadership often leads to high levels of absenteeism and staff turnover. However, this style may remain effective for some routine and unskilled jobs where the benefits of control outweigh the drawbacks.

Question 153:
After joining the project team, you attended a few of the team's meetings. You will be working with this team as a project manager and hence you wanted to know what practices the team is currently using. During these meetings, you observed that the project team is working on sprints with sprint length of 3-weeks and you are also seeing that the team is using Kanban board to monitor and visualize the work. The Kanban board consists of visual cards, columns and WIP limits mentioned. What should be your understanding about the above practice?

A. The team is doing the wrong thing, they should not mix sprint practices such as sprint with Kanban practices such as Kanban board.
B. The team is using Scrumban which is a mix of scrum and Kanban.
C. The team is using Kanban in its purest form

D. The team is using Scrum in its purest form

Answer: B.

Explanation
It is quite common for project teams to blend the practices of two or more agile approaches, such as Scrum or Kanban, if it suits the team's or project's needs. In fact, there is a mention of "Scrumban" in the Agile Practice Guide. Scrumban is an agile approach in which practices from Scrum, such as sprints, and the use of visual tools like a Kanban board from Kanban, are employed by the project team.
In the above scenario, when the project team uses both sprints and Kanban boards, it's an example of the Scrumban methodology. This method is typically used to transition a team from Scrum to Kanban.
In Scrumban, the work is organized into small sprints, and Kanban boards are used to promote the visualization and flow of work to project stakeholders, allowing them to monitor the project's progress from start to finish.
The project team can also utilize the daily standup meeting in Scrumban, which is one of the Scrum ceremonies. This meeting can help the project team discuss any impediments or blockers that are hindering or slowing down the project's execution.

Question 154:
David is a project manager and he and his team are working on a manufacturing project which involves multiple components, developed by multiple teams, which needs to be integrated to make a whole unit of working product. Obviously, in the above project work, there is a lot of interdependence and interaction between the teams and hence David and his team decided to take a holistic view of how different project team's components/parts interact with each other. Which project management principle is being applied here by David and his team?

A. Scrum of Scrum
B. Stakeholder engagement
C. System thinking
D. Team building

Answer: C.

Explanation
For the PMP exam, you should be familiar with the 12 project management principles mentioned in the Project Management Body of Knowledge 7th edition (PMBOK) guide. I have created questions across these practice tests to cover all these 12 principles, and one of them is "systems thinking," which is described in section 3.5 of the PMBOK guide, 7th edition. Systems thinking expands the range of choices available for solving a problem by broadening or expanding the thinking of a project team and helps the team articulate problems in new and different ways. At the same time, the principles of systems thinking make project teams aware that there are no perfect solutions that work 100% of the time, and hence the choices we make as a project team will have an impact on other parts of the system. By anticipating the impact

of each trade-off, project teams can minimize its severity. Systems thinking, therefore, allows project teams to make more informed choices.
A project is a system of interdependent and interacting domains of activity. System thinking entails taking a holistic view of how the project parts interact with each other and with external systems. Remember, systems are constantly changing, and hence, these systems require consistent attention from project teams to the internal and external conditions. Being responsive to system interaction allows project teams to leverage positive outcomes.
The other choices mentioned, such as "stakeholder engagement" or "team building," don't have an element of taking a "holistic" view of system interactions and are therefore not the right choices.
Additionally, "Scrum of Scrum" is a scaled agile technique that offers a way to connect multiple teams who need to work together to deliver complex solutions. However, it was mentioned in the scenario that the team is working on taking a holistic view of how different project team components/parts interact with each other. So simply forming a "Scrum of Scrum" isn't sufficient. Instead, the team should apply systems thinking to better understand how different project team components/parts interact with each other.

Question 155:
One of the senior leadership executives has asked the PM to provide the estimate for completing the work item at the start of the project. The PM, after discussing it with the project team gave the estimation of around 10 days. The project is halfway through and the work item whose estimation was given previously is not yet taken into development, however some of the other development work on which this work item was dependent is completed by the project team in the previous few weeks. The Leadership executive again asked the PM to provide the estimates for the same work item. The same project team now gave an estimate of 7 days. Which of the following statements regarding the team's estimates is most likely to be true/correct?

A. The people who gave the estimates at the beginning of the project might have changed and the new project team has thus given a different estimation.
B. Estimation of 10 days is more accurate because when they developed it at the start of the project they did it honestly but now the team is giving a lesser estimate due to pressure from the leadership executive.
C. Estimation should not vary. Most likely the team is using the incorrect estimation technique.
D. Estimation of 7 days is more accurate because the project is halfway through and the team has more knowledge compared to what they knew at the start of the project.

Answer: D.

Explanation
It is mentioned in the scenario itself that the same project team is providing two different estimates for the same work item. Is this normal? The answer is yes. Generally speaking, when the project is in the initiation phase, not many details about the project are known to the project team. The team may not know all the risks associated with the project or some of the technical dependencies between the work items, etc.

During the project execution, the team discovers new insights that could impact the development of certain work items. This happens only when they begin working on those work items. Hence, the accuracy of the work item estimation at the beginning of the project will be far less compared to, let's say, halfway through the project.
Because during the project execution, project teams learn many different aspects of the project, they have a much broader knowledge of the project based on their work experience. That's why the estimations will be more accurate for the work items halfway through the project.

Question 156:
The scrum team is working on a new product, and in order to decide which features to build into a product, the plan is to use an impact mapping technique. However, the team is unsure who will work on developing the impact mapping. As an experienced agile practitioner, the team asks your opinion on who should develop the impact mapping. What should be your reply?

A. Anyone from development team
B. Product owner
C. Project sponsor
D. Scrum master

Answer: B.

Explanation
Impact Mapping is a graphic strategy planning method used to determine which features to include in a product. Impact mapping is a visual method for identifying and prioritizing features. The impact mapping method illustrates the impact a feature will have (or won't have) once it's implemented. By creating an impact map, you can align business objectives with customer needs and allocate and prioritize tasks to achieve them.
While the Scrum Master in a Scrum team can assist or facilitate meetings as a means of supporting the project team, it is the Product Owner who should lead the efforts in developing the Impact Mapping.

Question 157:
Krishna is a project manager working from Chennai, India. He joined as a replacement of 1 of the other PM from the same company and hence Krishna is not much familiar with the project, its deliverables and other project details. He came across one project artifacts which looks like a checklist that has below details,

- **make sure all the work that needs to be done has been done.**
- **review whether or not all the organizational governance processes have been executed.**
- **obtain approval by the project's sponsor and customer) for the work completed.**

Can you identify which project artifact Krishna is most likely looking at?

A. Activity list
B. Quality checklist

C. Project/phase closure criteria
D. WBS or work breakdown structure

Answer: C.

Explanation
Many project managers tend to overlook the project closing activities. To them, successful project delivery is defined by the completion of deliverables according to the objectives of time and cost. They sometimes even consider project closing as an overburden, work that is done only to satisfy organizational requirements (mere formalities) and, in many cases, of little significance, if any. Little do these practitioners know that Project Closing is as impactful and significant as the Initiation, Planning, Executing, and Monitoring and Controlling phases in a project. Project Closing is the combination of the following elements when applied to a project:

- Assurance that all the work has been completed.
- Assurance that all agreed-upon project management processes have been executed.
- Formal recognition of the completion of a project—everyone agrees that it is completed.

By examining the activities mentioned in the scenario, it ensures that:

- All the work that needs to be done has been completed.
- A review is conducted to determine whether or not all the organizational governance processes have been executed.
- Approval by the project's sponsor and customer is obtained for the work completed.

These activities hint at the Project/Phase closure criteria, which are essential for the successful closure of a project. It is not a quality checklist because a quality checklist focuses on the product's quality requirements and ensures that the product adheres to the quality expectations. Neither is it an activity list (which includes a list of all the activities on the project) nor the Work Breakdown Structure (WBS), which is a tree-like structure containing details of all the work (and only the work) that the project has to complete to meet the scope.
https://www.pmi.org/learning/library/importance-of-closing-process-group-9949

Question 158:
Lee works as a project manager from his office in Singapore. The company for which Lee works is a large MNC and his company has mandated the project knowledge sharing. It is very important within his company to have the project knowledge shared between multiple projects because many of the practices, tools used by the project could be extremely useful for the other projects which are working on a similar domain. The following activities should Lee do to ensure knowledge transfer for project continuity?

A. Discuss project responsibilities within the team and designate an individual or group who can help project knowledge to the appropriate project knowledge repository, during the project closure.
B. Discuss project responsibilities within a team and designate an individual or group who can help project knowledge sharing throughout the project to the appropriate project knowledge repository.

C. Each project is a unique endeavor, which is likely to generate different deliverables so project knowledge management is an overhead and not the responsibility of the project team.
D. Project knowledge management needs a dedicated department such as PMO. It is not the responsibility of the project team to share the project knowledge.

Answer: B.

Explanation
Although every project is a unique endeavor, many of the practices and tools used by the project team could be immensely beneficial to other projects. Apart from that, lessons learned in terms of stakeholder engagement and risk management can be extremely helpful for successfully completing other projects. So, just because every project is unique, organizations should not shy away from knowledge management and sharing their knowledge with other projects.
The Project Management Office (PMO) is definitely one of the important entities when it comes to project knowledge management, but sharing the project knowledge with other project teams is still the responsibility of the project team. This way, other projects within the organization can benefit from the learnings of the current project team.
It is not only important to share knowledge with other project teams; it is equally important to keep adding to the project knowledge database on a continual basis throughout the life of the project. You don't have to wait for the project closure stage to create the lessons learned. Instead, the project team can and should keep adding their learnings to the project knowledge database during the project's execution.
So, Lee should discuss project responsibilities within the team and designate an individual or group to help with project knowledge sharing throughout the project into the appropriate project knowledge repository.

Question 159:
Skill Valley Inc. is a MNC with its headquarters in Spain. There was a change in the top leadership last month of this corporation, and the new leadership is looking at a transformation to agile based delivery. The company wants to start the transformation to agile based delivery for 1 project only to begin with. There are 4 projects mentioned below, and the PMO of this organization has already done the initial evaluation of these 4 projects and shared the below details with you.
Project A: which is evaluated to be less risky with medium to low degree of uncertainty
Project B : which is evaluated to be less risky with high degree of uncertainty
Project C : which is evaluated to be more risky project with medium to low degree of uncertainty
Project D : which is evaluated to be most risky project with high degree of uncertainty
If only 1 project from the above 4 has to be selected by the project team to begin their agile transformation journey, which one shall they choose?
A. Project C
B. Project D
C. Project A

D. Project B

Answer: C.

Explanation
In the given scenario, it is mentioned that the team is undergoing an agile transformation journey. Therefore, there is a good possibility that many of the team members will not be familiar with agile practices and various development approaches. Consequently, during the transition phase, a portion of the team's attention and focus will be on learning about agile itself and how to correctly apply it in the project context.
As a result, the team should avoid selecting projects that carry higher risks. Hence, project C and project D should not be chosen.
When deciding between project A and project B, it's worth considering that project A is less risky and features a medium to low degree of uncertainty, indicating that it is a relatively stable project. This suggests that project A may be a better fit than project B, which has a high degree of uncertainty.

Question 160:
After identifying the list of the project stakeholders in the last week, the project team is now doing the project planning for the rest of the project management domains such as managing the project budget and identifying the project risks and doing the risk management. The project manager has decided to keep aside the contingency reserves too as part of the project planning. Which of the following is false about the contingency reserve?

A. The contingency reserve is part of the project budget
B. The contingency reserve is kept aside to manage project risks.
C. The contingency reserve is managed by the project manager and the project team.
D. The contingency reserve is not part of the project budget

Answer: D.

Explanation
Almost every project comes with its own risks, and there will be uncertainty around resources, stakeholder behavior, or the availability of funds, etc. This uncertainty is almost certain in every project, whether it uses agile or predictive style project management.
To deal with these uncertainties, the project manager should set aside some funds in the overall project budget to address any uncertainty that may arise during the project execution. The primary reason why the project budget should include a contingency reserve fund is to allow for uncertainty to be managed in such a way that it won't negatively affect the project's objectives.
Contingency reserves are allocated to implement a risk response or to respond to risk events if they occur during the project execution. The contingency reserve is part of the project budget and is managed and controlled by the project manager and the project team.
Contingency reserve is used when a risk occurs as part of the risk response strategy. The actual impact of the risk is added to the cost or schedule, and the estimates are updated, while the contingency reserve decreases. However, the baseline remains unchanged.

If risks do not materialize, the contingency reserve associated with those risks is not spent, and the project is completed ahead of schedule and under budget.

Question 161:
Naresh is one of the popular project managers within the organization. One of the reasons why Naresh is so much popular within his project team is because he spends a considerable amount of time mentoring team members within his project. The program manager who knows this strength of Naresh also wants the other project managers within the organization to benefit from it too. So, he asked Naresh to come with do's and don'ts when it comes to mentoring the project team members & sharing it with other PMs within the organization. Select all which you think Naresh should recommend from the below choices which help in mentoring roles.

A. Use active listening while mentoring the project team members
B. Allocate the sufficient time to mentoring
C. Recognize suitable opportunities for mentoring when they arise in the project
D. Use one way communication while mentoring the project team members.

Answer: A, B, C.

Explanation
These days, a project manager's role involves more than just performing the usual project management tasks. A new generation project manager needs to showcase a variety of skills and is likely to assume multiple different roles on a project. One such role that a project manager plays in modern project management work is coaching and mentoring the project team members. Mentoring and coaching the project team members have many advantages, such as:

- It improves the knowledge level of the team members and helps develop their potential.
- On many occasions, coaching and mentoring can clear up confusion and ambiguity.
- Sometimes, coaching and mentoring can motivate and inspire the team to view obstacles as opportunities to improve their technical skills, as well as their relationships and team cohesion.

One thing that the project manager should avoid when mentoring the team members is engaging in one-way communication. It is important that when you are mentoring your team members, you should also listen to their views.
Furthermore, it is equally important to understand the challenges the team members are facing so that mentoring can be provided in those specific areas.

Question 162:
There are at least 6 junior software developers in the project team in which Merino is working. These junior folks are recent graduates and it is their first job. Merino is a project manager working from the office in Portugal and he wanted to make sure these junior software developers get the proper mentoring, guidance and coaching so they each succeed in their roles and make the project successful.

So Merino wants to use a coaching and mentoring model to help these junior software developers. Which one of the following should Merino choose?

A. VUCA model
B. MOSCoW model
C. OSCAR model
D. INVEST model

Answer: C.

Explanation
In the PMBoK Guide 7th Edition, there are different models described for various purposes. Each model represents a thinking strategy to elucidate a process, framework, or phenomenon. As a project manager, it is important to be aware of the available models, methods, and artifacts that can be employed in the project's setting and context. Whenever possible, the project team should refrain from using models, methods, and artifacts that could:

- Duplicate or unnecessarily add to project efforts.
- Fail to provide value to the project team or project stakeholders.

For the PMP exam, it is advisable to have a good understanding of these different models, methods, and artifacts because they may be presented in scenario questions. In such scenarios, you will need to select the most appropriate model, method, or artifact based on the given situation. In this particular scenario, the project manager's requirement is to choose a coaching and mentoring model to assist the junior software developers in the team. The most suitable choice in this case is the OSCAR model, the details of which can be found in the PMBoK Guide 7th Edition.
VUCA, INVEST, and MoSCoW are all valid acronyms, but they do not represent coaching and mentoring models. Here's what they stand for:

- VUCA represents volatility, uncertainty, complexity, and ambiguity, and it is used to describe general conditions and situations. It can also be utilized to identify risks in the project.
- INVEST is related to user stories in agile methodology.
- MoSCoW is a prioritization technique.

Question 163:
A new project manager trainee joined your PMO last week. While he is educated in management studies, he doesn't have the real-world project management experience yet. Your PMO leadership team asked you to train this project manager trainee on project communication management, specially focusing on written communication. Which of the following best practices for written communication would you recommend to this new project manager trainee?

A. Clear purpose and expressions directed to the needs of the writer
B. Controlling flow of words and ideas
C. Correct grammar and spelling in all written communication
D. Use concise expression and elimination of excess words.
E. Coherent logical flow of ideas

Answer: B, C, D, E.

Explanation
The PMBoK guide recommends using the 5 Cs of written communication in composing a traditional written message. The use of the 5 Cs will help reduce misunderstanding (although it may not completely eliminate it). Below are the 5 Cs:

1. Correct grammar and spelling in all written communication.
2. Use concise expressions and eliminate excess words.
3. Clear purpose and expressions directed to the needs of the reader.
4. Coherent, logical flow of ideas.
5. Control the flow of words and ideas.

It is unlikely that the PMP exam will ask a question about the exact wording of the 5 Cs of written communication in the way I presented it in the previous question. However, the reason I included that question here is to ensure that you understand what these 5 Cs of written communication are and what they emphasize.
For example, the incorrect option for this question is "Clear purpose and expressions directed to the needs of the writer." This is because, as the writer of the message, you should be thinking about the needs of the reader.
Again, this is not a play on words added just for the sake of it. Note that the meaning of the best practice mentioned here completely changes because of one word being modified. Unless you are clear on the meaning of these 5 Cs, it may confuse you in the exam if the meaning or rationale of these 5 Cs is not crystal clear.

Question 164:
Sudha is a Pune-based project manager and she works from home these days because her organization has shifted to remote working after the COVID-19 pandemic.
She is currently working on the resource development plan which is the part of overhaul project management plan. She is currently working on understanding the motivation factors for project team members. Her project sponsor is unclear why she is trying to understand the motivational factors for her team members. Why does a project manager like Sudha need to understand the motivational factors of her team members and what should Sudha keep in mind about motivation as she develops the resource development plan?

A. People perform better when they are motivated and people are motivated by monetary rewards
B. People perform better when they are motivated and people are motivated by different things
C. People perform better when they are motivated and people are motivated by authority or power
D. People perform better when they are motivated and people are motivated by peer pressure

Answer: B.

Explanation
In the PMBoK Guide 7th Edition, there are different models described for different purposes. Each model represents a thinking strategy to explain a process, a framework, or a phenomenon. As a project manager, it is important to know what available models, methods, and artifacts can be used in the project setting and within the project context. To the greatest extent possible, the project team should avoid using models, methods, and artifacts that can:

- Duplicate or add unnecessary project efforts.
- Use a model that is not useful to the project team or project stakeholders.

For the PMP exam, it is better to be familiar with these different models, methods, and artifacts, as they may appear in scenario questions, and you will need to select the most appropriate model, method, or artifact based on the given situation. The PMBoK Guide 7th Edition describes multiple motivational models. As you study these different motivational models for the PMP Exam, one fundamental thing to keep in mind is that people perform better when they are motivated, and people are motivated by different things.
It is true that many people get motivated by monetary benefits, such as rewards and financial incentives. However, this is not true for every individual. The same can be said about power, authority, or peer pressure. Because of this, it is important for the project manager to first understand what motivates project team members and other stakeholders. This fundamental understanding of motivational factors can help the project manager tailor rewards to the individual, thereby eliciting more effective engagement with project team members.

Question 165:
Harshad's organization is moving towards agile delivery methods for their future projects. Many of the people who will be working on the future projects underwent the agile and scrum training in the last month. Harshad will be the project manager and he wants to make sure all the right prerequisites are in place before his team starts the work in the agile project from next week. Which of the following should Harshad avoid or remove in order to transition smoothly into an agile environment?

A. Encourage the team to experiment or try out new methods and techniques.
B. Create an open and safe environment
C. Focus on forming a team with cross-functional skills
D. Focus on upfront planning even for unclear project requirements

Answer: D.

Explanation
During the transition from the waterfall-style project management to agile-style project management, it requires not only new practices, processes, tools, and techniques but also a change in mindset.
One of the first things you should do as a project manager when transitioning into agile project delivery is to create an open and safe environment in which project team members can try out new methods, technologies, and tools without the fear of failure or any negative repercussions. Additionally, in agile project teams, the focus is on having broad cross-functional skills rather than narrow specialization. This is because, in most agile projects, the project requirements

are not usually fully defined or not as well-defined at the beginning or in the early stages of the project. Therefore, upfront planning is not encouraged.

Question 166:
There is a strict timeline to launch a website which will allow the football fans to order the soft drinks at least 2-weeks before the FIFA Football world cup event. Based on the current judgment of the project team, it looks like the team will not be able to complete the project work before the aforementioned timeline. Because of this, the senior project leadership has asked the project manager to compress the schedule. The PM is not very sure what it means by schedule compression. Which of the below statements correctly explains the meaning of schedule compression? Select all which are correct.

A. Scope is reduced or changed when schedule compression is applied.
B. Schedule compression technique is used to shorten the schedule duration.
C. The schedule compression is applied in project without reducing the project scope
D. Schedule compression technique can also be used to accelerate the schedule
E. Schedule compression technique is used to lengthen the schedule duration.

Answer: B, C, D.

Explanation
No matter how carefully project planning is done, sometimes it may happen that the project team cannot complete all the project deliverables on time. This could occur for various reasons. For example, during the development, if the project team encounters an unforeseen defect or a technical challenge, it may consume more time than originally estimated by the project team, and this can impact the project schedule.
The project manager can use schedule compression techniques to expedite the project execution and meet the schedule objectives of the project. Schedule compression techniques are used to shorten the schedule duration. They can also be used to accelerate the schedule without reducing the project scope. There are at least two approaches that the project manager can deploy to speed up a project that is falling behind in terms of schedule:

- Crashing: This involves adding more people to the pending work, asking people to work overtime, or paying to expedite deliveries.
- Fast tracking: This means that activities that were supposed to be done in sequence are executed in parallel.

Question 167:
The company has set up the PMO to standardize the project management practices across the projects which are to be executed within the organization. You are part of the management office and You have been given the task to come up with some of the practices related to the 2 project management domains, cost management and schedule management. You thought of including crashing and fast tracking as the 2 possible techniques related to schedule management. Which of the below statements correctly describe the crashing and fast tracking?

A. Crashing means adding more people to the team and fast tracking means doing the work fast by asking the team to work in 2-shifts.

B. Crashing means adding more people to the team and fast tracking means doing the activities which were supposed to be done in sequence are to be executed in parallel.
C. Crashing means doing the activities which were supposed to be done in sequence are to be executed in parallel and fast tracking means adding more people to the team.
D. Crashing means reducing the number of people from the team and fast tracking means doing the activities which were supposed to be done in sequence are to be executed in parallel.

Answer: B.

Explanation
No matter how carefully the project planning is done, sometimes it may happen that the project team may not be able to complete all the project deliverables on time, and this could happen because of various reasons. For example, during the development, if the project team faces an unforeseen defect or a technical challenge, it may consume more days than originally estimated by the project team, and this can impact the project schedule.
There are at least two approaches which the project manager can deploy in order to speed up the project that is lagging behind in terms of schedule:

- Crashing: This means adding more people to the pending work, asking people to work overtime, or paying to expedite deliveries.
- Fast tracking: This means that activities which were supposed to be done in sequence are to be executed in parallel.

Question 168:
For the new diesel power plan development project, the list of stakeholders is very large. Beside being a very large list of stakeholders, one of the other concerning things for the project manager of this project has been the complex network of relationship between the project stakeholders community in this project. There are multiple diverse and interconnected links of interrelationship making the overall stakeholder engagement activities a challenge. Which one of the following stakeholder models should the project manager use to most effectively develop an effective stakeholder engagement plan?

A. Power interest grid
B. Power influence grid
C. Salience model
D. Stakeholder cube

Answer: C.

Explanation
Smaller projects have fewer stakeholders, so as a PM, they can perhaps be managed more easily. However, larger projects are more challenging due to the significant number of stakeholders. Remember, the PMBoK Guide explicitly highlights which stakeholder model to use for both small and large projects. The PMBOK Guide describes four models to classify stakeholders as follows:

- Power/Interest Grid
- Power/Influence Grid

- Influence/Impact Grid
- Salience Model

The first three models are quite similar and use two attributes: power/influence/interest. The fourth model, known as the Salience Model, uses three attributes:

- Power (level of authority)
- Urgency (the need for immediate attention)
- Legitimacy (determining whether the involvement is appropriate)

The Salience Model is recommended or more suitable when dealing with a complex network of relationships within the project stakeholders' community, as is the case in the diesel power plant development project mentioned above.

Question 169:
The team is working on a ball-bearing product which needs to deliver as per the strict quality requirements set by the German 4-wheeler making automobile customer. There is a disagreement around grade and quality within a team. You have to help explain to the team what they need to focus on. Which of the following statements correctly describe how the project team should deal with quality and grade?

A. It may not be a problem if a suitable low-grade product is of low-quality
B. Quality and grade both mean the same. Team should ensure both.
C. It may not be a problem if a suitable low-grade product is of high-quality
D. It may not be a problem if a suitable high-grade product is of low-quality

Answer: C.

Explanation
According to the PMBoK Guide, grade and quality are not the same. Quality is the degree to which a set of inherent characteristics fulfills the requirements. Hence, high quality means there are no obvious defects, while low quality means the product does not fulfill the requirements. Consequently, low quality is detrimental to the project.
Grade, on the other hand, is a category assigned to products that serve the same functional purpose but possess different technical characteristics. Grade is typically determined through a predefined set of measurements and the demonstration of compliance with those measurements.
A low-grade product may have a limited number of features, but that may be acceptable. Therefore, the correct statement is, "It may not be a problem if a suitable low-grade product is of high quality."

Question 170:
You are working as a project manager in one of the startup companies in Seattle USA. Apart from the responsibility of the project management in the current project team you are also responsible for the team performance and their appraisals. In this quarter, you have to do the team performance appraisal. Which of the following will be the correct approach for you to do the team appraisal?

A. Appraise team member performance against their team velocity
B. Appraise team member performance against key performance indicators

C. Appraise team member performance against past team's performance on the similar project

D. Appraise team member performance against other team members working in another team

Answer: B.

Explanation
As a project manager, it is important to understand how to measure team performance. This may be a topic that comes up in exam questions, especially in scenarios where, as a project manager, you are not only responsible for project management but also need to contribute to team performance appraisal.
First, let's clarify the meaning of "appraise" - it means to judge the value or quality of somebody or something. In this context, we are discussing team appraisal.
Should you compare your team's performance with that of individuals who have worked on past projects? Is this the right approach? Or should you compare your team's performance with individuals in other teams, perhaps working on entirely different projects with different sets of expectations?

Most likely, you shouldn't.
Instead of comparing your team to people from the past or from other teams or projects, it is wiser to establish key performance indicators (KPIs) that are tailored to the specific project context and use these KPIs for team appraisal.
The key performance indicators may vary depending on the project's context, such as teamwork, communication, customer service, or any other factors that make sense for the project. So, the correct choice in this case is to appraise team member performance against key performance indicators.

Question 171:
The webcam making startup doesn't have any business analyst in the team or don't have subject matter experts within a team who can help gather the product requirement for the webcam which this startup wants to launch. This is one of the most important products for the start up, financially and hence the project manager of the team has been asked to find a way to collect the requirements for the webcams by the senior leadership. What should the project manager do in the above scenario to gather the requirement with minimum cost?

A. Explain the issue to the senior leadership team that there is a lack of skilled resources in the project team and ask the senior leadership to outsource the requirement gathering effort to external vendor team

B. Compare the planned webcam product to those of their competitors (who launched it's product last quarter) to identify key product requirement

C. Use the "Focus group" technique to gather the planned webcam's requirements.

D. Explain the risk to the senior leadership team that there is a lack of skilled resources in the project team and ask the senior leadership to outsource the requirement gathering effort to external vendor team

Answer: B.

Explanation
It is mentioned in the scenario that this startup doesn't have any business analysts in the team or subject matter experts who can help gather the product requirements. This means that the "focus group" technique cannot be used since there are no "pre-qualified" subject matter experts available to assist in gathering requirements.
Next, not having a skilled resource is already a known issue, so it is not a "risk" but an issue. Therefore, the choice that says, "Explain the risk to the senior leadership team that there is a lack of skilled resources in the project team and ask the senior leadership to outsource the requirement gathering effort to an external vendor team," is incorrect.
Outsourcing the work to an external vendor team almost always results in higher costs. So, the choice that says, "Explain the issue to the senior leadership team that there is a lack of skilled resources in the project team and ask the senior leadership to outsource the requirement gathering effort to an external vendor team," is not the best option, as the startup's goal is to minimize costs.
Hence, the project manager can apply the technique called "benchmarking," which involves comparing actual or planned products, processes, and practices to those of comparable organizations or competitors to identify best practices, generate new ideas for improvement, and provide a basis for measuring performance.
The organization compared during benchmarking can be either internal or external.

Question 172:
The requirements for the gearbox in an automobile is fairly stable and well-understood. The German car maker has developed many similar types of gear boxes over the years and hence has an expertise in-house available to develop the gear box. So the leadership has decided to use the predictive project management approach to the new gearbox development project. Which of the following statements correctly describe the details of planning in a predictive style project management?

A. In a predictive project management approach, there is less time spent on upfront planning. The project scope statement of the project is decomposed into a work breakdown structure using decomposition.
B. In a predictive project management approach, there is more time spent on upfront planning. The work breakdown structure is decomposed into a project scope statement.
C. In a predictive project management approach, there is more time spent on upfront planning. The project scope statement of the project is decomposed into a work breakdown structure using decomposition.
D. In a predictive project management approach, there is less time spent on upfront planning. The work breakdown structure is decomposed into a project scope statement.

Answer: C.

Explanation

Project managers should know how to strategize projects depending on the timeframe, budget, client's requirements, and specifications. Depending on the characteristics of the project, suitable development approaches, such as predictive versus adaptive, will be selected. Every project will be unique in its own way, and that is why it is important for a project manager to know that there is no one-size-fits-all solution in the world of project management.
However, when most of the project requirements are fairly stable and there are fewer chances of changing the requirements in the later phases of the project development, then the project can use a predictive-style project management approach.
The predictive method doesn't entertain flexibility in development and is more suitable for projects that have been fully explored at the conceptual level. The team has a clear understanding of the scope of work, and no scope of change is expected; it now only needs to be implemented correctly with performance.
In a predictive-style project management approach, there is more time spent on upfront planning. This is because there will not be many changes to the project scope, so doing upfront planning makes more sense.
The project scope statement of the project is decomposed into a work breakdown structure using decomposition.

Question 173:
Ross and his team is about to start the project to develop the new steel glass which will be used for serving the water in some of their partner restaurants. The project is still in the initiation phase. The project team is not yet fully sure how much upfront project planning is needed to develop the new steel glass and what should be planned later. Which of the following parameters is going to have the most influence on deciding the planning needs of the project?

A. Development approach
B. Ground rules
C. Risk reports
D. Quality requirements

Answer: A.

Explanation
Remember, every project is unique in itself. The product or service that the project will develop will also be unique in its own way. This is why the type of project planning carried out by the project team will also vary. Let's take an example of developing a nuclear power plant. Obviously, for such a complex project, a significant amount of project planning is required, and it may take weeks or even months of detailed project planning.
In contrast, if you wanted to quickly develop a website for accepting user input, the level of detail in project planning and the duration of the planning process will be much shorter compared to the development of a nuclear power plant project.
Therefore, the characteristics of the project can significantly influence the project planning, and there are multiple factors that can impact the project planning effort, one of which is the development approach. If the project is going to use a predictive or waterfall-style

development approach, then upfront project planning is more suitable. However, if the project is using an agile approach, an iterative approach is probably more appropriate.
The team's ground rules, risk reports, or quality requirements are unlikely to have a significant influence on the project planning process.

Question 174:
The project development team is formed with T-shaped skills. The project is to be delivered using agile practices, methods and approaches. This team is supposed to develop complex machine learning solutions. The senior leadership has a lot of expectations from this team because if the team delivers a successful solution that will open an opportunity for more work in the future in the ML space hence the team performance is very closely monitored by the senior leadership. For such a project team who should decide which task will be done by whom?

A. Senior leadership
B. The project manager
C. The product manager
D. The team members

Answer: D.

Explanation
One of the things to keep in mind when answering the exam questions related to agile is that in Agile, the project team has a few key characteristics, such as:

- The team will be composed of cross-functional skills or T-shaped skills.
- The team will be self-organizing and self-managing.
- The team operates in an open and safe environment.
- The team will be encouraged to make their own decisions.

It is mentioned in the given scenario that the project, which is going to be executed by the project team, is going to be very critical from a business point of view for the organization. However, because the team is using Agile practices, methods, and approaches, such a team will be self-organizing and self-managing. Thus, task allocation in the project will be done by the team members themselves.

Question 175:
Samuel is a project manager working out of the Port of Spain office. He is managing the project whose goal is to launch a customer care center in another location in Trinidad and Tobago. Currently, the project charter is approved and Samuel has been given authority by the project sponsor to start planning the project. Samuel is working on stakeholder engagement strategies and wanted to make a comprehensive stakeholder engagement plan because this project is forecasted to have large and diverse project stakeholders. Which of the following Samuel should avoid?

A. Samuel should exclude the project team from engaging with stakeholder engagement activities.
B. Samuel should engage all the team members in the stakeholder engagement activities.

C. Samuel & the project team should remain engaged with the project stakeholders throughout the project.

D. Samuel and project team should recognize the diverse information needs of the stakeholders and make sure those needs are met during the project execution

Answer: A.

Explanation
The question asks what the PM and the project team should "avoid."
It is obvious that each stakeholder will most likely have their own expectations or needs from the project. This means the PM and the project team should recognize the diverse information needs of the stakeholders and ensure that those needs are met during the project execution.
For example, for a senior executive, a very high-level project status report sent once a month may be sufficient, but for a project sponsor, this once-a-month frequency may be too long. So, as a PM, you should identify such specific needs and plan the stakeholder engagement activities accordingly.
Next, it is vital to maintain active stakeholder engagement throughout the project, not just during the initial few days or weeks of the project. The active participation of project stakeholders is crucial for the project's success.
Samuel or a PM alone cannot and should not handle all the stakeholder engagement activities. Instead, they should involve as many team members as feasible or as makes sense in the given context.
This leaves us with only one thing that the PM should avoid, and that is excluding the project team from engaging in stakeholder engagement activities.

Question 176:
The annual appraisals were announced last week by the HR department and you, being a project manager, received the news that one of your team members, Anthony, is put on a PIP or performance improvement program. Under this PIP, Anthony has to complete assignments given to him in a stipulated time frame. And if he fails to do so, he will be terminated from his job. Obviously, this is a very sensitive and personal topic. How will you communicate this to Anthony?

A. Send an email to Anthony informing of him being put on PIP

B. Send a WhatsApp message to Anthony informing of him being put on PIP

C. Send a text message to Anthony informing of him being put on PIP

D. Have a face to face communication with Anthony

Answer: D.

Explanation
Situations that involve complex, intricate, and personal information benefit from more robust communication channels, such as face-to-face communication. Sending text messages, emails, or WhatsApp messages is useful for situations that convey simple, factual information. Given that the project manager in this scenario is addressing a very sensitive and personal topic, choosing face-to-face communication with the team member is the correct choice.

Question 177:
Scott is a project manager. Scott works for a company in Adelaide, Australia. He is asked by the PMO to come up with general guidelines on how to prioritize the project work. The project management office wanted to share the guidelines with all the project teams working within the organization. Which of the following statements should Scott select? Choose all that you think are correct.

A. The work items which are unambiguous should be prioritized
B. The work items which are risky should be prioritized
C. The work items which are repetitive should be prioritized
D. The work items which are novel should be prioritized
E. The work items which are unique should be prioritized

Answer: B, D, E.

Explanation
Generally speaking, work that is unique, unlike anything else, and the only one of its type involves a lot of new learning for the development team. For such a project, the development team may have to conduct numerous experiments and try different approaches to deliver the final project deliverable. This may extend the project's timeline.
Similarly, work that carries more risk or is being undertaken by the team for the very first time, a novel project, always entails a significant level of ambiguity that the team must contend with. Consequently, it can be more time-consuming and uncertain. Hence, such projects should be prioritized.
Why? Because, as a project manager, your objective should be to reduce the uncertainty associated with the project's scope at the beginning, before substantial investments are made.
On the other hand, work that is repetitive in nature or work with a clear, unambiguous understanding of what needs to be done, how it needs to be done, and when it needs to be done is considerably less risky. Such tasks can be scheduled for the later phases of the project development.

Question 178:
The goal of the project on which Chris is working is to prepare high quality coffee vending machines. These coffee-vending machines will be installed at the London Heathrow airport. As a Project manager of this project Chris wanted to make sure that these coffee vending machines strictly followed the quality requirements. Which of the following should Chris implement for high-quality coffee vending machines?

A. Prefer prevention over inspection. Test the quality after the deliverables are developed, to ensure the project team develops high-quality coffee vending machines
B. Prefer inspection over prevention. Design the quality into deliverables to ensure the project team develops high-quality coffee vending machines
C. Prefer prevention over inspection. Design the quality into deliverables to ensure the project team develops high-quality coffee vending machines
D. Prefer inspection over prevention. Test the quality after the deliverables are developed, to ensure the project team develops high-quality coffee vending machines

Answer: C.

Explanation
To answer the above question correctly, you should be aware of the following two points, which are clearly outlined in the PMBOK Guide:

- Prevention is preferred over inspection.
- It is better to design quality into deliverables rather than to discover quality issues during inspection (testing).

With these two points in mind, the correct choice for Chris and his project team to implement for high-quality coffee vending machines is to "Prefer prevention over inspection. Design quality into deliverables to ensure the project team develops high-quality coffee vending machines."
Whenever you encounter a question like this, where the choice is between preventing issues and finding them later, most likely, that will be the correct choice.
Remember the term "Cost of Quality" or COQ; it refers to costs incurred while ensuring high-quality deliverables and costs resulting from imperfect deliverables. In other words, COQ measures the total costs required to prevent, identify, and deal with the results of defects in deliverables.
Understanding the potential costs of quality and making every effort as a project team to prevent expensive mistakes that may cost much more later in the project life cycle is crucial to effective project management.

Question 179:
Claudia works as a project manager in her organization from Boca Raton, Florida. Her company is a small start up but they are well funded and most of their work is in digital transformation activities. Claudia has undergone agile training a few months ago as her start up decided to use agile practices to deliver the future digital transformation projects using agile. Claudia plans to apply the servant leadership which she learnt during her agile training program. Which of the following statements is true about servant leadership?

A. Instead of people or team members working to serve the leader, the servant leader practices leading through service to the Product owner or product manager.
B. Instead of people or team members working to serve the leader, the servant leader practices leading through service to the Project sponsor.
C. Instead of leading through service to the team, the servant leader encourages the people or team members working on the project to serve the leader.
D. Instead of people or team members working to serve the leader, the servant leader practices leading through service to the team.

Answer: D.

Explanation
Servant leadership is a leadership philosophy in which the goal of a leader is to practice leading through service to the team. This kind of leadership style approach is quite different from traditional leadership, where the leader's main focus is the thriving of their company or

organization. So, by choosing servant leadership, the leader serves the project team and team members. When leaders shift their mindset and serve the team first, it benefits the team members immensely. The servant leader works on the development and growth of individual team members, empowers them to make their own decisions, creates an atmosphere of openness and safety, and encourages them to try out new ways of doing the work. In this way, the servant leader helps the team members to grow as professionals, and this will eventually result in the growth of the company or the performing organization.

Question 180:

As an experienced project manager Ritchie knows the importance of stakeholder engagement in the project. Ritchie's project sponsor sent him an email this week and told Ritchie that a new project is most likely to start next Month. Ritchie is thinking of starting with identifying the stakeholders for the project. Which of the following is a best course of action for Ritchie in the process of "identifying" the stakeholders for the project?

A. Ritchie should identify the project stakeholders for the first time when either prior to or at the same time when project charter is developed and approved
B. Ritchie should identify the project stakeholders for the first time after the project plan is developed
C. Ritchie should identify the project stakeholders for the first time either prior to or at the same time when project charter is developed and approved and should not repeat the process later in the project even though there are changes in the project or organization.
D. Ritchie should identify the project stakeholders for the first time when either prior to or at the same time when project charter is developed and approved and repeat the process as necessary, especially when a significant change in the project or organization occurs.

Answer: D.

Explanation
Each project has many interested internal and external parties, or "customers." Often, these individuals change, or their interests in the project change during the different phases of the project. The term "stakeholder" is used as a general term to describe individuals, people, groups, or organizations that have an interest in the project and can mobilize resources to affect its outcome in some way. Since these stakeholders may have the power or influence to mobilize resources and thus affect the outcome of a project, don't you think the project manager should carefully "identify" or know these interested internal and external parties? That is what the "identify stakeholders" process is all about.
There are two key things to remember when it comes to stakeholder engagement planning. These individual stakeholders can change during the different phases of the project. The power or influence status of these individual stakeholders may change during the different phases of the project. Hence, the project manager should "repeat" the stakeholder identification activity as and when needed, but especially focus on doing it when a significant

change in the project or organization occurs and keep an eye on the changing stakeholders and their power or influence status.
So the best course of action or choice for Ritchie would be to identify the project stakeholders for the first time either prior to or at the same time when the project charter is developed and approved and repeat the process as necessary, especially when a significant change in the project or organization occurs.

Chapter 5: PMP Full Practice Exam 3

No. of Scored Questions: 175

No. of Pretest (Unscored) Questions: 5

Total Examination Questions: 180

Allotted Examination Time: 230 minutes.

Question 1:
With a large stakeholder community of more than 100 people spread across multiple countries and time zones, stakeholder engagement will be one of the most challenging areas of work for the project manager working on the new automobile project. The goal of the automobile project is to develop engine parts that will be used in the upcoming electric vehicle. Which of the following is NOT a recommended approach for building a strong relationship with project stakeholders?

A. Ensure effective communication with stakeholders throughout the project lifecycle
B. Develop and maintain trust with stakeholders through transparency and honesty
C. Engage stakeholders early and often in the project planning process
D. Implement a risk response plan to address stakeholder concerns

Answer: D.

Explanation
Effective communication is key to building strong relationships with stakeholders. The project team should establish open communication channels with stakeholders and keep them informed about the project's progress, challenges, and risks throughout the project lifecycle.
Inviting stakeholders to participate in the planning and overall decision-making process can help build trust and strengthen relationships. The project team should consider stakeholder feedback when making decisions.

It's important to deliver on commitments made to stakeholders. This can help build credibility and trust with stakeholders. If stakeholders have concerns or issues with the project, the project team should address them promptly. This can help prevent issues from escalating and damaging relationships. Implementing a risk response plan is certainly necessary to manage project risks, but it does not directly address how to build a strong relationship with stakeholders.

Question 2:
In the software development project, the project team is using extreme programming practices such as test-driven development and pair programming. The solution architect on this team also stressed that the project should also follow the principle of collective code ownership. One of the new developers on the project team did not quite understand what the meaning of collective code ownership was. Which one of the following statements correctly explains the meaning of collective ownership?

A. Collective code ownership is a project acceleration and collaboration technique whereby any team members are authorized to modify any project work product or deliverables, thus emphasizing team-wide ownership and accountability.
B. Collective code ownership is a project acceleration and collaboration technique whereby any team member is authorized to modify only a non-urgent project work product or deliverables, thus emphasizing team-wide ownership and accountability.
C. Collective code ownership is a project acceleration and collaboration technique whereby only pre-identified team members are authorized to modify any project work product or deliverables, thus emphasizing team-wide ownership and accountability.
D. Collective code ownership is a project acceleration and collaboration technique whereby multiple team members work collectively on a single code base at the same time, to quickly complete a specific code, but the ownership of the code developed using collective code ownership still stays with the solution architect.

Answer: A.

Explanation
You will find a lot of emphasis on distributed ownership in many of the agile frameworks.
Collective code ownership is another example of distributed ownership, in which it is not one person or an individual who will be accountable for the entire project work, but rather a team that owns the project work and deliverables.
The collective code ownership is an example of distributed ownership.
The basic idea behind collective code ownership is that it encourages everyone on the team, regardless of their years of experience, to contribute new ideas to all segments of the project.
With collective code ownership, any developer can change any line of code, add or remove functionality, fix defects, and improve the design, and no one person becomes a bottleneck for the changes. This is perhaps the biggest advantage of collective code ownership.

Question 3:
Due to non-availability of few technical competencies, Jorge's organization has decided to buy a customer care center service from an external vendor team located in Norway. Jorge being the PM of this project work is also involved in procurement process and vendor management. Which of the following is true with regards to procurement process and vendor management which Jorge should keep in mind?

A. Once the buying organization decide to sign an agreement with one vendor, they cannot sign any more agreements with other vendors
B. Once the buying organization decides to sign an agreement with one vendor, they can sign more agreements with other vendors but in the same country.
C. The buying organization may decide to sign an agreement with more than one vendor, and these vendors can be located at different locations.
D. Once the buying organization decides to sign an agreement with one vendor, they can sign more agreements with other vendors but in the same region.

Answer: C.

Explanation
While the choices given may create an impression that vendor selection is a complex legal matter, in reality, it is not. In fact, it is quite common in most industries for the buying organization to enter into agreements with multiple vendors, even those located in different locations and geographies.
One of the reasons why a buying organization may choose to enter into agreements with more than one vendor is for risk mitigation. Consider a scenario where a buying organization works with only one vendor on critical project deliverables, and that vendor goes out of business for any reason. What will happen to the buying organization's dependency on the vendor? Clearly, the buying organization would face hardships, and their project might remain incomplete without any backup or fallback plan.
To avoid such situations, it is wise for a buying organization to establish agreements with multiple vendors, even if they are located in different locations and geographies. Of course, these multiple contracts may result in higher costs and could impact the schedule, quality, and other aspects of the project. However, this is the trade-off that the project manager must carefully consider and attempt to balance the risk against the additional costs and efforts associated with engaging multiple vendors.

Question 4:
In order to maintain transparency and show progress of development activities during iterations, the chemical component development team is using burnup charts. These charts are placed in open spaces and are visible to all stakeholders. Which of the following statements is false regarding burnup charts?

A. Burn up chart tracks the work that has been completed.
B. Burn up charts can also show scope change
C. Story points are plotted on the x-axis and iterations over a time is plotted on y-axis
D. Story points are plotted on the y-axis and iterations over a time is plotted on x-axis

Answer: C.

Explanation

On a burnup chart, the x-axis typically represents time, and the y-axis represents the amount of work completed or the number of story points completed. The time frame on the x-axis can be divided into days, weeks, sprints, or any other time interval that the team prefers to use.
The y-axis represents the amount of work completed and is measured in units of work, such as story points or tasks completed. The total amount of work to be completed is represented by the top line of the chart, also known as the "scope" or "backlog." The actual work completed is represented by the bottom line of the chart.
Additionally, a burnup chart can show scope changes if it is updated accordingly.

Question 5:
During the project management training organized by the Project Management Office for some of the junior project managers within the organization, one of the project managers raised the question about why they have to learn different team development models such as the Drexler Sibbet model or the Tuckman ladder.
What are the benefits of using these models during project management?

A. These models give the clear understanding to the project manager about the motivations of individual team members
B. It focuses on individual team member skills and performance.
C. It provides tailor-made solutions to motivate team members
D. It provides a framework for understanding the stages of team development

Answer: D.

Explanation
The team development models, such as the Drexler-Sibbet Team Performance Model or the Tuckman ladder, are useful tools for project management because they provide a framework for understanding the different stages that teams go through as they work toward achieving their goals. By recognizing where a team is in the model, project managers can tailor their leadership style and approach to meet the needs of the team at that specific stage.

For example, during the "Forming" stage, team members may not be clear on their roles or the project's objectives. A project manager could use this knowledge to provide additional guidance and clarification to team members during this stage. On the other hand, during the "Performing" stage, team members are highly focused on achieving their goals, and a project manager may need to provide less direction and instead focus on facilitating collaboration and communication among team members.
By using this model, project managers can determine the current stage of team development and the needs of the team at that stage. This information can be used to plan team-building activities, training, and other interventions that will help the team move to the next stage of development. For example, if a project manager determines that the team is in the Storming stage, where conflict and tension are high, they may implement team-building exercises or conflict resolution strategies to help the team move toward the Norming stage, where they begin to work together more effectively.

Note that these models:

- Don't focus on individual team member skills and their performance.
- Do not provide tailor-made solutions.
- Don't provide a clear understanding of the motivation of individual team members.

Question 6:
Sanath is a project manager who works for an organization that has a project management office. The role of the project management office is to provide support and oversight to other projects executed by the organization. Sanath has been asked to play the role of facilitator for one of the project teams. The project team is trying to identify which estimation tool they should use for an upcoming project. Which of the following activities should Sanath not do during this meeting when playing the role of facilitator? Select all the correct answers.

A. Decision making
B. Resolving conflicts if any
C. Fostering Collaboration
D. Encouraging Participation
E. Offering opinions

Answer: A, E.

Explanation
Facilitation involves a variety of activities designed to help groups of people work together more effectively to achieve their goals. Facilitation is a dynamic process that requires flexibility and adaptability to respond to the needs and dynamics of the group. By employing these activities, facilitators can help create a productive and collaborative environment that enables groups to achieve their objectives more effectively.
There are certain activities that a facilitator typically avoids doing to maintain impartiality and ensure that the group remains focused on the task at hand.
Making Decisions: The facilitator should not make decisions on behalf of the group but rather help the group make decisions by providing structure and guidance.
Offering Opinions: The facilitator should not offer their own opinions or ideas during the session but rather help the group explore their own ideas and perspectives.

Question 7:
The development team consists of 15 developers working on a typescript-based library development project. Each developer is working on their own branch and bringing their code into the main branch every week. When all the code from each developer is merged into a common branch, the team finds many issues with the integrated code. What practices can this team use to avoid such problems?

A. Osmotic communication
B. Continuous deployment
C. Fishbowl window
D. Continuous integration

Answer: D.

Explanation
There are a few practices that are very specific to software development, such as continuous integration and continuous deployment. If you are not from a software development background, you may find some of these practices uncommon in your project domain. However, in the Agile Practice Guide,

these practices are mentioned. So, for the PMP exam, it is better to become familiar with them and maybe learn how to apply them in your project context or domain.

By following a continuous integration practice, code developed by each developer gets pulled into the main branch or codebase frequently, many times a day. This helps minimize the integration problems that result from multiple people making incompatible changes to the same codebase.

Question 8:

The delivery team working on artificial intelligence software is using the Kanban delivery approach. For the development practices, the team is using XP practices such as pair programming, collective code ownership, etc. The senior executives are not very happy with project communication because there is a lack of proactive communication from the project team on how the team is progressing, and one of the key stakeholders has asked for the metrics that this team is using to track their progress and performance. Which one of the following can the team share to show their progress and performance? Select all which can be used.

A. Throughput
B. Points accepted per iteration
C. Cycle time
D. Lead time

Answer: A, C, D.

Explanation

This can be a tricky question if you are not using Kanban and have not studied it as part of your preparation for the PMI-PMP exam. The exam can test your understanding of various real-life aspects, such as how a team can demonstrate in Kanban, what metrics Kanban uses, or what the meaning of a specific role is in a flow-based methodology like Kanban.

Kanban is one of the popular Lean workflow management methods for defining, managing, and improving services that deliver knowledge work. The word "Kanban" is a Japanese term, meaning "visual board" or "sign." It helps the project team visualize their work and maximize efficiency by keeping the work in progress (WIP) under control.

In Scrum, we have well-defined roles like the product owner, Scrum master, and Scrum team. However, the roles in Kanban are not the same as in Scrum. Kanban teams employ a "pull system" to move work through the development process, rather than planning their time-boxed iterations as in Scrum. Therefore, for such teams, instead of using velocity metrics such as points accepted per iteration, they would use cycle time, lead time, and throughput metrics.

Question 9:
The project team consists of 7 developers and 2 testers who are highly motivated and subject matter experts in their own areas. This team is very poor at sharing details about the progress made by the project team with some of the project stakeholders.
Because of this non-communication, the project sponsor has asked for the date of completion of some key features. The team is working on a flow-based system (Kanban) for the feature development work for the upcoming product. Which of the following can be used by the team?

A. Lead time
B. WIP
C. Cycle time
D. Ideal time

Answer: C.

Explanation
Lead time and cycle time are widely used terms in the world of Kanban. Lead time is the amount of time that elapses from the moment a new work item is requested until the point at which it is completed. Cycle time is the amount of time a team or individual spends actually working on a work item until it is ready for delivery. Both of these metrics are not useful in this scenario, and the concept of "ideal time" is not a valid metric.
The Kanban board typically consists of columns, with each column having a Work In Progress (WIP) limit. This WIP limit ensures that the team completes the work that is currently in progress before pulling in additional work items. In the above scenario, the team can set the WIP limit at 3, meaning that only 3 defects will be worked on by the team members. Without such a WIP limit indicator, teams may be tempted to undertake too many

different pieces of work all at once, which could result in their inability to focus on fixing the defects at hand.
Cycle time represents, in a flow-based system like Kanban, the amount of time it takes to process a work item. Teams can use cycle time to predict the approximate date of completion for features.

Question 10:
The development work has been more or less completed by your development team. The increment is sent to the compliance team for verification. This team has reported a few new changes that must be implemented as per compliance guidelines, but the product owner does not agree with the changes and has asked the team not to implement them. What should the team do in this scenario?

A. Follow what product owner is saying as PO is responsible for guiding the product direction
B. Escalate the issue to project sponsor and let him decide
C. Escalate the issue to PMO and let PMO decide
D. Follow what compliance team is saying as this team is subject matter expert for product compliance rules

Answer: A.

Explanation
This can be tricky to answer because the request for change is coming from the compliance team, and a non-compliant product is not good. While the project compliance team may be the subject matter experts in terms of compliance rules and regulations, it is the responsibility of the product owner to decide whether to incorporate those suggestions from the compliance team into the product or not, because ultimately, the product owner is responsible for guiding the product's direction.
Product owners decide what goes or does not go into the next product increment and are ultimately accountable for the business value obtained from the project or the product.

Question 11:
The software development team is trying to adapt to an agile way of working, and as such, they started doing daily standups, iteration-based delivery, etc. The team was given training on Agile for about a week.

After the training, all eight members of the team started working on the project using agile practices. However, as an agile practitioner, you know that these practices are fine and are recommended, but you still want this team to focus on the "primary" measure of progress. What should they focus on?

A. Developing I-shaped skills
B. Working software
C. Hiring and retaining the motivated individuals
D. Developing T-shaped skills

Answer: B.

Explanation
One of the 12 Agile principles makes this point clear: "Working software is the primary measure of success in an Agile project." By adhering to this principle, the team shifts its focus to achieving working results rather than emphasizing documentation and design.
Remember, in an Agile team, members should be cross-skilled, which means they should have one primary skill and another supporting skill, so T-shaped skill members are encouraged, not I-shaped.
While it is desirable to have motivated and T-shaped skills in the team, just having them does not automatically translate into project success.
Only when the team starts delivering the expected results through working software does Agile treat it as a measure of progress.

Question 12:
Field issue reported in the production system on a website. Seems like the issue is negatively impacting the payment submission flow in the website and many customers have registered the complaints. The leadership team wants the project team to fix the issue immediately as this issue threatens to badly damage the organization's reputation if not addressed quickly. The leadership folks asked Sean who is the PM for this project if team members can work over a weekend and help fix the issue. Sean is PM and all the team members working on this project don't report to him and Sean has no authority over these team members and instead they report to the functional manager, Mickey. What should Sean do next in this scenario?

A. Sean should make it clear to the leadership team that he has no authority over these team members and hence he cannot commit the participation of these team members in fixing the issue over a weekend.
B. Sean should make it clear to the leadership team that he has no authority over these team members and hence he cannot commit the participation of these team members in fixing the issue over a weekend. Sean should check with the function manager if the team members can be made available to work over a weekend as the project needs a fix immediately.
C. Sean should inform the leadership team to talk to the function manager as he doesn't have authority over these team members and hence he cannot commit the participation of these team members in fixing the issue over a weekend.
D. Sean should inform the leadership team that the team members can be made available to work over a weekend as Sean being a project manager has the already given a authority in the project charter

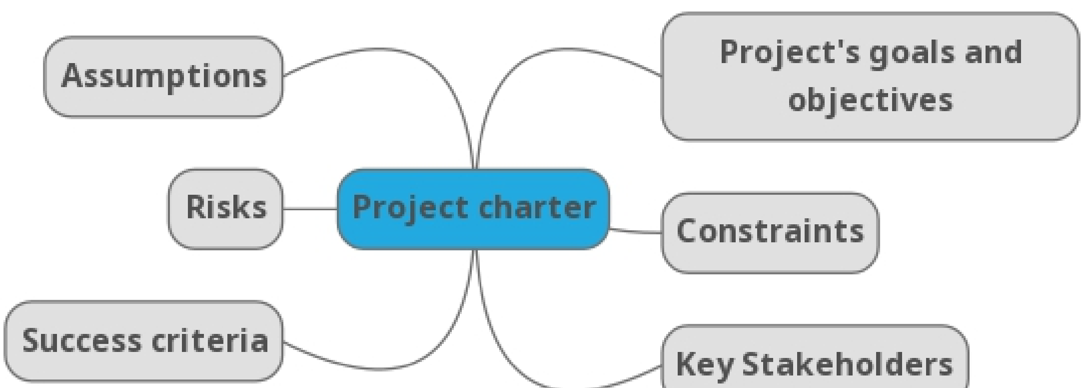
Answer: B.

Explanation
The scenario in this question can be quite common, especially in a matrix organization in which team members working on the project don't report to the project manager. Instead, the team members report to their functional managers.
There are a few additional points here that we should examine. First, the project charter can authorize the project manager to start the work on the project, and the project manager can allocate organizational resources for the project. However, it is not mentioned in the scenario that the project manager has full authority over the team members. In fact, it is mentioned in the scenario that all the team members working on this project don't report to the project manager, which means Sean does not have any formal authority over the project team members. Instead, these project team members report to their respective functional managers.
Hence, it does not make any sense for the project manager to tell the leadership team that the team members will be able to work over the weekend because the project manager simply doesn't have that authority to

commit the resources. Although these team members may not be directly reporting to the project manager, the PM is still in charge of the project and its delivery. So simply asking the leadership team to directly talk to the functional manager, and the PM himself not taking any action, is not something the project manager should do, as he still needs to ensure that the project makes progress and the issue currently faced by the project is addressed.

So the best choice for the project manager in the above scenario is to tell the leadership team that he has no authority over the team members and their availability. Hence, he cannot commit these resources and the fact that they will work over the weekend. Next, the project manager should talk to the functional manager and provide the details about the field issue. Then, work in collaboration with the functional manager to ensure the project team members can work over weekends to address the project needs.

Question 13:
Take a look at the below Image:



The project manager is using the above in one of his presentations to explain the multiple subcomponents of a project charter to the project team and other stakeholders in the project meetings. Which tool is in use here?

A. Histogram
B. Affinity diagram
C. Mindmap
D. Pareto chart

Answer: C.

Explanation
As a project manager, there is a good possibility that you might have used this kind of mind map many times before. You might not have used it to represent the project charter the way it is used in the scenario, but the idea of this question is to make sure you know about the usage of this tool and how to make use of it to represent the data. It is basically a data representation tool. Mind mapping tools consolidate ideas created through individual brainstorming sessions into a map to reflect the understanding and to generate more new ideas. All other choices are incorrect.

Question 14:
The website development team is working on developing strategies for stakeholder communication and how to keep stakeholders engaged and share information about the project with them. The team is fairly large, with more than 60 people working on the project. Luckily, the project team members are co-located and work from the Boston office in the USA. The team wanted to use a mechanism that could send the most information in the shortest amount of time. Which of the following communication mechanisms is best suited for this scenario?

A. Email
B. Face to face communication
C. Osmotic communication
D. Social media

Answer: B.

Explanation
The use of social media in a project can be related to promotional activities that the marketing team may want to utilize, but it is not suitable for communication among team members. Sending an email is an important communication mechanism; however, articulating everything over email and then discussing topics via email can be very challenging. Instead, the team should use face-to-face communication whenever possible.
It is no surprise that agile promotes face-to-face communication because a face-to-face communication team can convey the most information in the shortest amount of time.

Osmotic communication is useful when a team is co-located, but it is not initiated or done on purpose; instead, it is an additional benefit or side effect of co-location.
Whenever a team wishes to discuss something within itself or with stakeholders, they prefer face-to-face communication.

Question 15:
Out of 50+ risks which the project team has identified, the risk response plan has been developed for most of them. One of the risks has a very low impact (around 1500 USD in cost and 2-3 days of delays in time) and a very low probability. Implementing the risk response for this risk will cost 1600 USD and will require at least 4-5 days of time to fully implement the risk response. What is the most appropriate risk management strategy in this scenario?

A. Risk sharing
B. Risk enhance
C. Risk acceptance
D. Risk transfer

Answer: C.

Explanation
A project can choose the risk acceptance policy in this case. Usually, when the risks identified are of low impact or low probability of occurring, and the cost of implementing risk management strategies outweighs the potential consequences of the risk, then risk acceptance makes sense. In this scenario, implementing the risk response, both in terms of budget ($1600) and in terms of time (4-5 days), outweighs the potential consequences of the risk (around $1500 in cost and 2-3 days of delays in time). In such cases, the project team may decide to accept the risks and proceed with the project as planned. Risk acceptance may also be appropriate when the project team lacks the resources, time, or expertise to mitigate or transfer the risk. However, it's important to note that risk acceptance should not be seen as a passive approach to risk management, and appropriate contingency plans should still be in place in case the risks do occur.

Question 16:

You are working as an agile project manager, and one of your responsibilities is to negotiate multiple facets of the project, such as business requirements, priorities of the work, availability of resources needed for the project, etc. Obviously, to perform all these activities, you will need to deal with other people and teams in your organization, such as the functional manager, the vendor manager, the procurement department, and many other functions within your organization. You understand that as a project manager you should have strong negotiation skills in order to get the support from all the functions within the organization. Which of the following is not appropriate when negotiating, and you should avoid it?

A. Each party has a mutual trust and working agreement
B. Discuss pros and cons of each proposed topic/option
C. Each party looks at the situation from their own perspective
D. Allow each party to present their views

Answer: C.

Explanation
In this scenario, there are only five solution architects available in your organization, and four of them are already occupied with other projects, leaving only one solution architect unoccupied. There are two projects, each requiring the expertise of a solution architect. So, which project will be assigned the available solution architect?
The answer lies in the project manager's ability to negotiate effectively. The project manager who possesses the most persuasive negotiation skills and can successfully convey to the organizational leadership why their project necessitates the solution architect is likely to secure the architect's services for their project.
The key takeaway is that, as a project manager, it is essential to possess strong negotiation skills to navigate interactions with individuals from different departments and teams in order to advocate for your project's needs.
In the realm of negotiation, one crucial aspect for a project manager to avoid is solely considering their own perspective and disregarding the viewpoints and requirements of the other party. Such an approach can result in a win-lose situation and is not considered a best practice in negotiation.

Question 17:
The bookshelf making company has been manufacturing the wooden and few other types of bookshelves since the past 5 years and more. This company has a mix of newcomers and subject matter experts in the team. For the upcoming new bookshelf, the senior leadership has asked the project manager about her plan on how she wants to collect the requirements. What should the project manager do in the above scenario to gather the requirement?

A. Use Monte Carlo analysis to gather the requirement
B. Use questionnaires and surveys to gather the requirement
C. Use "benchmarking" by the comparing the upcoming new bookshelf to those of comparable organization or a competitors to gather the requirement similar to their bookshelf
D. Form a "focus group" by bringing together the subject matter experts from the team & use their expertise to gather the requirement

Answer: D.

Explanation
This company already appears to have a pool of subject matter experts within the organization. When such expertise is available in the organization, the project should leverage their knowledge for various project activities, such as requirement gathering or risk identification, among other project activities. Therefore, the project manager should form a "focus group" by bringing together the subject matter experts from the team and using their expertise to gather the requirements.
The use of questionnaires and surveys is more suitable for accumulating information from a large number of respondents. It is more appropriate when a quick turnaround is needed and respondents are geographically dispersed. However, there is no mention of such a need in the scenario, so this is not the best choice.
"Benchmarking" is also not required, as this company already appears to have a pool of subject matter experts within the organization. Additionally, the company has been manufacturing wooden and a few other types of bookshelves for the past five years or more. Benchmarking involves comparing actual or planned products, processes, and practices to those of comparable organizations or competitors to identify best practices, generate

new ideas for improvement, and provide a basis for measuring performance. None of this is needed in the above scenario.
Monte Carlo analysis is a decision-making tool that can help a manager determine the degree of risk that an action entails. However, it is not suitable for collecting requirements.

Question 18:
One of the stakeholders in the procurement department of the project is very busy. In your current project, you need some procurement items from this stakeholder, and you are trying to schedule a meeting for at least 30 minutes, but you have not been able to get a slot from the busy stakeholder. Luckily in one of the quarterly organizational meetings you happen to meet this stakeholder and you used this opportunity to communicate the requirements of the project. Which of the following is used in this scenario?

A. Negotiation skills
B. Informal dialogue
C. Escalation
D. Implementation of risk response.

Answer: B.

Explanation
Stakeholder engagement through informal dialogue refers to a method of communication between project team members and stakeholders that is not structured or planned. It involves informal conversations, casual meetings, and other impromptu interactions to build relationships, gather feedback or any information, and keep stakeholders informed.
This approach can be useful in situations where stakeholders are difficult to engage through formal channels or when building personal relationships is important for the project's success.
An example of informal dialogue in stakeholder engagement could be a casual conversation between the project manager and a stakeholder over a cup of coffee or during a networking event. During this conversation, the project manager could inquire about the stakeholder's thoughts on the project, any concerns they may have, and what their expectations are. This can help build rapport and establish a relationship of trust between the project

manager and the stakeholder. Additionally, it can provide valuable insights and feedback that may not have been shared in a more formal setting.
So, in this scenario, the project manager used informal dialogue.
However, it is important to note that relying solely on informal dialogue may not be sufficient for effective stakeholder management, and formal communication channels should also be established to ensure clear and consistent messaging.

Question 19:
Hillary is relatively new to Agile project management, although she has extensive experience managing projects using traditional and waterfall methods. One of the requirements from the senior leadership is that she should form a cross-functional team in order to start the development for the upcoming project. What is meant by "cross-functional team," and what should Hillary look for in a cross-functional team?

A. Cross functional team consists of team members from multiple departments outside of the performing organization.
B. Cross functional team consists of team members with all the skills necessary to deliver valuable product increments
C. Cross functional team consists of team members with only one skill but they are subject matter experts in that 1 skill.
D. Cross functional team consists of team members from multiple departments within the performing organization.

Answer: B.

Explanation
There are a couple of terms regarding team skills that you should be aware of when forming a team as an Agile project manager:

1. **Cross-functional team:** A cross-functional team consists of team members with all the skills required to complete the project's delivery. In other words, all the skills needed for development, testing, automation, and deployment of work items in a project are available within a cross-functional team.
2. **T-shaped skills:** Another term commonly used in Agile projects refers to individuals with T-shaped skills. A T-shaped individual

possesses excellent knowledge and skills in specific areas and excels at collaborating with others in a cooperative manner.

Question 20:
Due to the complexity involved in the project work, as a project manager, it is advisable to use a collaborative decision-making approach to decide on the development of the project deliverables. The project team consists of subject matter experts, and all the technical skills required to deliver the project are available within the team. Which one of the following is not desirable when taking a collaborative decision-making approach?

A. Brainstorm all the possible options for the decision, and consider the pros and cons of each option.
B. Involving the SMEs in the decision-making process to ensure that decisions are well-informed and inclusive.
C. Involving all stakeholders and team members in the decision-making process to ensure that decisions are well-informed and inclusive.
D. Identify the team members who will be involved in the decision-making process. The team members should be diverse and represent all stakeholders.

Answer: B.

Explanation
Collaborative decision-making in project management involves engaging all stakeholders and team members in the decision-making process to ensure that decisions are well-informed and inclusive. This approach helps promote buy-in and ownership of the decision, increasing the likelihood of successful implementation.
While the opinions and views of subject matter experts are certainly crucial, as a project manager, you also need to ensure that the views and opinions of other team members and all stakeholders are considered. Avoid ignoring dissenting voices or opinions; all perspectives should be taken into account to make an informed decision.
Collaborative decision-making is particularly effective in complex projects with multiple stakeholders with different interests and priorities. Therefore, involving subject matter experts in the decision-making process to ensure that

decisions are well-informed and inclusive is incorrect. You should involve all stakeholders and team members in the decision-making process.

Question 21:
While the project team has completed the procurement planning work, it seems like a few members of the team are still uncertain about when the project procurement (which has been carefully planned) can happen. The project on which the team is working aims to develop 5-star rated air conditioning systems for hot climates in middle eastern countries like Saudi Arabia and the UAE. To make different parts of the air conditioner, the team needs many physical resources, which they plan to procure as per the project procurement plan. What is true about when the project team can carry out the procurement?

A. Procurement can happen anytime during the project.
B. The project management approach determines the procurement timing.
C. Procurement is typically postponed until the need for physical resources becomes imperative.
D. When a project is in its execution phase, procurement takes place.

Answer: A.

Explanation
Consider a scenario in which the project team has generated numerous project artifacts during project planning and wishes to implement version control for these artifacts. To do this, the project must acquire a version control system.
This is an example of a situation where procurement is necessary even before the project execution begins. Whether the project follows an agile or predictive project management methodology is irrelevant.
Additionally, it is advisable to avoid postponing the purchase until the need for physical resources becomes urgent, as this could lead to the team failing to meet its project commitments. Consequently, procurement can, and should, occur whenever it is necessary for the project.

Question 22:
Rasool is a project manager for a project whose goal is to develop a photo sharing service. There are many activities identified for the

completion of this photo sharing service like photo shoot, photo editing etc. Based on the team's estimation, the photo shoot will take four days and the photo editing will take six days. Instead of waiting until the end of the 4-day photo shoot to begin editing the pictures, the team wants to start editing after the first day of shooting. This brings the total duration from ten days down to seven days. Which of the following is in play here?

A. Team is applying crashing - in which successor activity can be advanced with respect to predecessor activity.
B. Team is applying a lag - in which successor activity can be advanced with respect to predecessor activity.
C. Team is applying fast failing- in which successor activity can be advanced with respect to predecessor activity.
D. Team is applying a lead - in which successor activity can be advanced with respect to predecessor activity.

Answer: D.

Explanation
Developing a schedule will be tested in various ways on the PMP exam. The reason is that there are numerous methods for scheduling, involving many concepts and techniques that can be utilized by the project manager and the team.
In the above scenario, the team plans to edit the pictures (successor activity) without waiting for the full 4 days of the photo shoot (predecessor activity). In other words, the team is applying a lead, in which the successor activity can be advanced in relation to the predecessor activity, if possible.
Crashing, which involves adding more people to the existing team, is a schedule compression technique, but there are no new team members added here.
We can call it "fast-tracking" when the team is freely experimenting and learning while striving to achieve the desired result. However, this is not the case in the above scenario; the team has simply advanced the editing of the pictures.
Lag is the amount of time by which a successor activity will be delayed in relation to the predecessor activity. Again, this concept is not applicable here.

Question 23:
The team has completed 20 iterations now. The average velocity of the completed iterations is about 40 story points. At this moment, the project sponsor has asked the team to provide an estimate of the date of completion for the project. You looked at the remaining story points and found that there are about 520 story points worth of work that still needs to be completed. In how many iterations can the team finish the project from now?

A. 13 iterations
B. 15 iterations
C. 14 iterations
D. 12 iterations

Answer: A.

Explanation
In Agile methodology, team velocity is a measure of the amount of work a team can accomplish in a single iteration, typically measured in story points. It is calculated by adding up the number of story points that the team completed during a given iteration.
Team velocity can be used to estimate the remaining project time by calculating the number of iterations required to complete the remaining work. For example, if the team has completed 20 iterations and the average velocity for those iterations is 40 story points, it means that the team can complete 40 story points' worth of work in a single iteration on average. If there are 520 story points' worth of work remaining, the team would require 13 iterations to complete the remaining work (520/40 = 13). This calculation assumes that the team's velocity remains constant throughout the remaining iterations. However, it's important to note that team velocity is not a fixed value and can fluctuate due to various factors such as team member turnover, changes in project scope, and external dependencies. Therefore, it's recommended to continuously monitor and update the velocity calculation as the project progresses.

Question 24:
During one of the project meetings, some of the stakeholders expressed their frustration to the project manager about the communication

process in the project. The project manager was quite surprised after hearing this feedback because she felt that sending the weekly status report in a consistent format to all stakeholders was fulfilling the communication requirements of the project's stakeholders. What should the project manager have done in the above scenario to prevent stakeholder frustration?

A. The project manager should tailor the communication strategies to the unique needs and interests of each stakeholders or a group.

B. The project manager should increase the frequency of sending the project information, instead of weekly the project manager should send daily updates to all the relevant stakeholders.

C. There is nothing wrong in sending a weekly status report in a predefined format so the project manager has not done anything wrong in this scenario.

D. Sending the weekly update could be overwhelming for some stakeholders and that could be the reason why they are frustrated, the project manager should send monthly update of the project

Answer: A.

Explanation

If the project manager sends the same information to all stakeholders without considering their individual information needs, it can lead to several negative consequences, such as:

- **Miscommunication:** Stakeholders may misunderstand the information or fail to see its relevance to their needs or interests, leading to confusion and miscommunication.
- **Disengagement:** If stakeholders feel that they are receiving irrelevant or unimportant information, they may become disengaged from the project and less supportive of its goals.
- **Resistance:** Stakeholders who feel that their needs are not being met or their concerns are being ignored may become resistant to the project or actively oppose it.
- **Frustration:** Stakeholders may become frustrated if they receive too much or too little information, leading to a lack of trust in the project manager and the project team.

In this scenario, the project stakeholders are clearly frustrated, and there is nothing mentioned that they are frustrated because of the frequency of the project information. So, it is wrong to assume that they are not happy with the frequency, and hence changing the frequency (either daily or monthly) is not the best choice. So, the best thing a project manager can do in this scenario is to tailor the communication strategies to the unique needs and interests of each stakeholder or group.

Question 25:
The project work has been going on in the civil construction project for more than 3 years now. The team size is around 15 people working on this project. Recently, one of the team members has resigned, and his replacement just joined the project last week. Since this new team member is completely new to this project, which has been going on for more than 3 years, he wanted to first understand the project vision. How can the project team help this new team member understand the project vision?

A. The project team can ask him to contact the project sponsor who can help him understand the project vision
B. The project team can share him the team charter which contains the project vision
C. The project team can ask him to contact the product owner who can help him understand the project vision
D. The project team can share him the project charter which contains the project vision

Answer: D.

Explanation
The role of the product owner is very specific to one of the agile frameworks, which is Scrum. In this scenario, there is no mention that the project is using the Scrum framework. So we should not make an assumption here that the PO is available to share the project vision.
In any case, asking the project sponsor or product owner about the project vision is perhaps not necessary because, even if the project is an agile or traditional waterfall project, every project should have a project charter. The project charter contains the project vision.

If at any time during the project a team member is unclear about why we are doing this project, the project vision, which can be found in the project charter, can be useful to help the team understand the ultimate objective of why the team is doing or working on this project.
So, in this scenario, the project team can share the project charter with the new member, which contains the project vision.

Question 26:
After deliberate thought and multiple meetings and discussions, Organization 1 has eventually decided not to proceed with the project with Organization 2. This is because Organization 2 unfortunately has a bad reputation for being involved in corrupt and unethical practices. What risk management option did Organization 1 choose in this case?

A. Risk avoidance
B. Risk sharing
C. Risk transfer
D. Risk reduction

Answer: A.

Explanation

Question 27:
Shankar is a project manager with more than 10 years of experience in managing projects. The leadership has promoted Shankar to be the head of the project management office with the idea that Shankar should help the new and aspiring project managers learn about effective project management skills. One new PM joined the team and he asked how should a leader demonstrate expected behavior in a project context? What should be Shankar's reply?

A. By providing written documentation of expected behavior
B. By verbally communicating expectations to team members
C. By setting an example through their own actions and behavior
D. By delegating responsibility for ensuring expected behavior is demonstrated to another team member

Answer: C.

Explanation

Effective leaders demonstrate leadership through both their actions and words. Their actions include leading by example, taking ownership of their responsibilities, and making decisions that align with the organization's goals and values. Effective leaders also communicate clearly and effectively with their team, providing feedback and guidance to help them succeed. Additionally, effective leaders show empathy and respect toward their team members, build trust through transparency and integrity, and inspire and motivate their team to work toward a shared vision.

While verbal communication and written documentation can be useful tools in establishing and reinforcing expectations, a leader who does not model the desired behavior is unlikely to inspire their team members to do so. Additionally, delegating responsibility for ensuring expected behavior is demonstrated to another team member is not a viable solution, as leadership should come from the top and be consistently demonstrated throughout the project team.

Question 28:

Joseph is the PM working from the Paris office in France. Currently, Joseph and the project team with whom he is working are developing a new cutting machine to be used in a two-wheeler manufacturing company. Joseph and the project team are working on the project requirements. Which stakeholder group from the following is most important for providing clear direction on project requirements?

A. The end user
B. The project sponsor
C. The customer
D. The project team

Answer: A.

Explanation

The end users are the individuals who will ultimately use or benefit from the project, so their input is crucial for providing clear direction on project requirements. While the customer and project sponsor are important

stakeholders, their perspectives may not always align with the needs and requirements of the end users.
The project team is responsible for defining and implementing the project requirements, but they need input from the stakeholders, particularly the end users, to ensure that the requirements are accurate and comprehensive.

Question 29:
Ariel is the project manager working in an organization who makes electronics products such as TVs, and others. Ariel's organization has a matrix structure. Last week, Ariel's project sponsor briefed her about the upcoming Bluetooth audio product project which is starting and that Ariel has to plan for the same. The project sponsor also hinted that this project would need both internal and external resources for its completion. How should Ariel go about acquiring project resources?

A. Ariel should plan to acquire the internal resources from functional or resource managers and external resources through the procurement process.
B. Ariel should plan to acquire the internal resources through the procurement process and and external resources from functional or resource manager
C. Ariel should plan to acquire the internal resources from PMO and external resources through the procurement process.
D. Ariel should plan to acquire both the internal resources and external resources through the procurement process.

Answer: A.

Explanation
There are several terms and organizational roles mentioned in this scenario, such as:

- Functional or resource manager
- PMO (Project Management Office)
- Procurement department

As a project manager, it is inevitable that you will have to work with these other people at different times and for different purposes. Answering this question can be difficult if your current organization doesn't have such roles defined.

However, there are many organizations in which roles such as functional or resource manager, PMO, or the procurement department are well-defined, with each having its own responsibilities clearly outlined.
So, for Ariel, for internal resources available within the organization, she can work with functional or resource managers. A functional or resource manager oversees a particular functional area of an organization, such as a department or team. They are responsible for managing, owning, and providing the resources for projects.
For external resources, those not available within the organization, she can work with the procurement department. In most organizations, there is a separate procurement department that works with the project teams to buy or purchase the resources that the project or team needs.
PMO is a centralized department that manages projects. The PMO is the central location and authority for providing policies, methodologies, and templates for managing projects within the organization. Some PMOs may be involved in training individuals in project management within the organization. However, for resource needs such as people needed to develop software or test equipment, the functional or resource manager usually has the responsibility.
Hence, the correct choice is for Ariel to plan to acquire internal resources from the functional or resource manager and external resources through the procurement process.

Question 30:
The artificial intelligence project has been going on for the last six months. The project team is made up of team members and business executives who work in different countries and time zones. The project manager of this project is studying the meaning of gestures such as a team member standing up if a senior person comes into a meeting or avoiding eye contact by the team member when talking with the project manager. Which skill is in use by the project manager?

A. Cultural awareness
B. Emotional intelligence
C. Political awareness
D. Motivational theory

Answer: A.

Explanation
Working with global team members presents its own challenges. While it is great to have the diversity and knowledge of people from different countries and backgrounds, it is important for the project manager to consider the cultural differences between the team members when they are working together on a project.
Multiculturalism in project management is an issue that the project manager must address in order to be successful. Managers spend considerable time dealing with team members, stakeholder groups, and sponsors. There is a famous saying that the project manager spends approximately 90% of the time during the project on communication and stakeholder engagement. People from different countries and backgrounds will have different upbringings. The meaning of gestures, for example, a finger pointing, have different meanings in different cultures. Similarly, in some cultures, it is okay to talk to the project manager directly and have eye contact while speaking, but in other cultures, avoid making eye contact when speaking with senior members or project managers. These are cultural differences that the project manager should make himself familiar with to successfully lead the project team, which consists of global team members.

Question 31:
They joined almost together, in the same PMO 2-days apart, the 2 project managers named Damien and Roger. A third project manager, Alen, requested either of these 2 to help him understand the difference between RFI (request for information) and RFQ (request for quotation), as Alen is not much familiar with the procurement knowledge area of a project management. Which of the following correctly describe these 2 terms that Damien and Roger can share with Alen to help him understand the difference ?

A. RFI (request for quotation) is used when contract type is fixed bid and RFQ (request for information) is used when contract type is time & material or T&M
B. No difference, both mean the same thing.
C. RFI (request for information) is used when contract type is fixed bid and RFQ (request for quotation) is used when contract type is time & material or T&M

D. RFI (request for information) is used when more information on the goods and services to be acquired is needed from the seller and RFQ (request for quotation) is used when more information is needed on how vendors would satisfy the requirement and how much it will cost

Answer: D.

Explanation
In the procurement section of project management, you may encounter some very specific terms related to procurement. These terms may not be a part of your day-to-day project management vocabulary unless you are actively involved in the procurement process for your project.
One such area where you might not be familiar, if you are not engaged in the procurement process, is the bid document. For the PMP exam, it is essential to understand a few key details, such as:

1. How, as a project manager, you plan to complete the procurement process, including conducting a make-or-buy analysis and selecting vendors.
2. How you will conduct the bidder conference, including inviting proposals using bid documents like RFI (Request for Information), RFP (Request for Proposal), and RFQ (Request for Quotation).
3. How you will monitor the deliverables from the vendors, whether through inspection or trend analysis.

As per the PMBoK Guide, an RFI is used when more information about the goods and services to be acquired is needed from the seller. It serves as a preliminary document to gather general information from potential vendors.
On the other hand, an RFQ is used when more information is required regarding how vendors will meet the requirements and the associated costs.
In other words, an RFQ is sent when you already know exactly what product or service you want, and you primarily need to know the price.
There is one more term associated with bid documents, which is RFP or Request for Proposals. It represents a more structured way of gathering information from potential vendors. The company outlines its issues and invites vendors to propose potential solutions based on their offerings.

Question 32:

During the project retrospective meeting, the testing team mentioned bottlenecks in receiving the build from the development team. This has caused delays of a few days, and effectively resulted in one of the project milestones being delayed by several days. As a project manager, you want to avoid such delays in future work. Which of the following tools can help you identify bottlenecks in the current process?

A. Pareto chart
B. Sailboat
C. Histogram
D. Value stream mapping

Answer: D.

Explanation
Value Stream Mapping (VSM) is a Lean management tool used to identify and visualize the flow of materials, information, and value-added activities through a process or system. It is a tool used to improve efficiency and eliminate waste by identifying areas where value is lost and opportunities for improvement.
Thus, it can be used to identify bottlenecks in the process. Value stream mapping can be applied in a wide range of industries and processes, including manufacturing, healthcare, logistics, and service industries. It is a powerful tool for enhancing efficiency and eliminating waste, helping organizations achieve significant improvements in productivity and profitability.
Histograms, Pareto charts, and sailboats—these are not useful for identifying bottlenecks in the process.

Question 33:
Narhari is the project manager currently working on a manufacturing project that aims to develop a setup box dish antenna using new raw materials. The project has a very strict timeline, along with high standards for quality. One of the junior members of the team asked what exactly is the meaning of quality. Which of the following statements BEST describes the concept of quality in project management?

A. Quality refers to the testing & verification of a product, service, or process.

B. Quality refers to the degree to which a product, service, or process meets or exceeds the expectations of its intended users or customers.
C. Quality refers to the degree to which a product, service, or process does not meet or exceed the expectations of its intended users or customers.
D. Quality refers to the scope of the project and the deliverables that are produced.

Answer: B.

Explanation
In project management, quality is a critical aspect that measures how well a project meets its objectives, including the project's scope, schedule, budget, and stakeholder expectations.
Quality can be defined and measured in different ways, depending on the project's context, objectives, and stakeholders. For example, in a construction project, quality might be measured by the durability, safety, and aesthetics of the building, whereas in a software development project, quality might be measured by the reliability, functionality, and user-friendliness of the software.
Quality refers to the degree to which a product, service, or process meets or exceeds the expectations of its intended users or customers.
The concept of quality is closely related to the concept of value, which refers to the benefits that a product or service provides to its users or customers relative to its cost. The goal of quality management is to maximize the value delivered by the project by ensuring that the project meets or exceeds the stakeholders' expectations and requirements.
In project management, quality is not a separate activity or process but is instead integrated into every aspect of the project, including project planning, execution, monitoring, and control. Quality management involves identifying quality requirements, developing quality standards, and monitoring and controlling quality throughout the project lifecycle to ensure that the project delivers high-quality products or services that meet the stakeholders' needs and expectations.

Question 34:
Harry recently joined as a PM at a tech start-up that is working on novice and cutting-edge technical work in areas of new technologies in

software development. The start-up recently received the funds from a bank in Japan, and the project team is super excited to start the new R&D team using the newly received funds. In this R&D team, most of the projects involve new designs and work of the "not-done-before" kind. Which statement is most correct regarding such work?

A. The work is exploratory, with a typically low level of execution uncertainty and a high level of risk.

B. The work is exploratory, with a typically high level of execution uncertainty and low level of risk.

C. Work is definable, with a low level of execution uncertainty and risk.

D. The work is exploratory, with a typically high level of execution uncertainty and risk.

Answer: D.

Explanation
New design, undetermined work is exploratory, and, as a result, it is usually associated with a high level of execution uncertainty and risk. In the given scenario, it is mentioned that the nature of the work will be something that has not been done previously by the team. This means there will be many work items in the project that need to be developed by the team for the very first time. Hence, this makes the project uncertain because the team does not have any prior experience to rely on in this case.
Secondly, the development of the new design implies that there will be a lot of exploratory work that the team may have to do before they can finalize the design. This makes the project highly uncertain and high-risk because the team cannot be certain about the completion time for some of these work items. They are developing it for the first time, and the nature of the work is exploratory.

Question 35:
Last week, an experienced product owner left the company. There is a hiring process going on to find her replacement as soon as possible because there is no one available with product owner skills within the team. Which of the following skills may you keep optional while hiring for this PO role?

A. Decision making

B. Organize and manage the flow of work through the team
C. Deep domain expertise.
D. Business knowledge

Answer: C.

Explanation
The Product Owner is a key role, especially in the Scrum framework. The Product Owner is responsible for guiding the direction of the product. Product Owners prioritize project work based on its business value. The Product Owner should have a business background and bring deep expertise to the decision-making process based on business value.
The Product Owner works with their teams daily by providing feedback, setting the direction for the product, and providing details of all the next pieces of functionality to be developed.
The Product Owner should be able to organize and manage the flow of work through the team. The Product Owner does not have to have deep domain expertise because they can request help from people with deep expertise, such as architects.

Question 36:
The PMO department in Juan's company has recommended that the project team choose an Agile methodology for the next project based on "team size" and "criticality". Juan knows that the Crystal methodologies offer a family of situationally specific, customized methodologies that are coded by color names. The PMO estimated the team size required to be approximately 3–4 people. What methodology will Juan choose?

A. Crystal clear
B. Crystal yellow
C. Crystal orange
D. Crystal red

Answer: A.

Explanation

This can be tricky to answer if you are not familiar with Crystal and its associated family of situationally specific, customized methodologies. There is a mention of the Crystal methodology in the Agile Practice Guide, and there may be some questions about Crystal as a methodology in the PMP exam.
The PMI PMP exam may test this topic, and hence I have included a few questions spread across 4 question sets, covering enough details to give you practice in answering the questions that may show up on Crystal.
You can remember Crystal as a methodology by focusing on two key factors:

- Team size or the number of people involved in the project.
- How critical the project is.

Crystal is actually a family of methodologies. The Crystal methodology is designed to scale and provide a selection of methodology rigor based on its size and how critical it is. You can probably remember the following table or mapping regarding the Crystal project methodology:

- Crystal Clear: Suitable for projects with 1-4 members, less complex projects.
- Crystal Yellow: Suitable for projects with 6-20 members, slightly complex projects.
- Crystal Orange: Suitable for projects with 20-40 members, complex projects.
- Crystal Red: Suitable for projects with 5-100 members, life-critical, complex projects.

So, for a small project, as described in the scenario which requires less than 5 people, a Crystal Clear approach can be used.

Question 37:
Last week, there was a conflict between 2 team members and the reason was they were unclear who was responsible for testing one of the features in the mobile app on which the project team is working. This week, there was one more conflict on who will deploy the build on production environment. As a project manager, which of the following will help the most in this scenario?

A. Ground rules
B. Team Charter

C. RACI chart or RACI matrix
D. Sailboat

Answer: C.

Explanation
In the given scenario, there is a mention of multiple conflicts in the past few days, and it seems like they are happening because of unclear responsibilities within a team (such as a lack of clarity on who will do the testing or who will handle the deployment).
In such cases, a RACI chart or RACI matrix can help the project team. Laying out roles and responsibilities in a Responsibility Assignment Matrix—also known as a RACI matrix—specifically and clearly will help teams understand who is responsible for what and thus avoid any further confusion during project execution.
The team charter and ground rules don't contain the details of roles and responsibilities of each team member; instead, they help the team agree on a common understanding of how they want to work together as a team.
The Sailboat exercise, mostly used in agile teams, can help teams define a vision of where they want to go. This technique is often used to identify risks for the upcoming iteration or release and allows them to identify what slows the team down and what helps them achieve their objectives, etc. It is not useful for resolving conflicts as it doesn't contain the details of roles and responsibilities of each team member.

Question 38:
The mobile application development team is already using many of the practices recommended by extreme programming, such as pair programming and coding standards, among others. However, two programmers have been working on the problem of authentication for the last three days, and the authentication system is still not working. The team is considering using collective problem-solving techniques to help the two programmers. Which of the following techniques can the team use?

A. pair programming
B. extreme programming
C. swarming

D. spike

Answer: C.

Explanation
Swarming is a technique used in Agile software development where team members come together to collaborate on a particular task or user story. The idea behind swarming is to have the entire team working together on a specific task or user story, instead of having individual team members working on their own parts separately.
In a typical swarming scenario, the team members gather around a task or user story and work together to break down the work required into smaller, more manageable pieces. They then assign these pieces to individual team members, who work together to complete the task or user story as a cohesive unit.
Swarming is often used in situations where a particular task or user story is complex or challenging, and requires the combined expertise of the entire team to complete. It can also be used to promote collaboration, knowledge sharing, and faster problem-solving.
One of the benefits of swarming is that it allows team members to work together to complete a task or user story more quickly and efficiently than they would be able to if they were working on their own. It can also lead to better outcomes because team members are able to draw on each other's expertise and collaborate to find the best solutions.
Overall, swarming is a useful technique that can help Agile teams work more collaboratively, efficiently, and effectively.

Question 39:
Some of the project team members are using old machines that take a lot of time to complete builds. They have requested an upgrade to their machines. However, due to project cost constraints, the project manager is not able to purchase or order new machines for the team. How can this affect the project? Select all the things that can be impacted from below.

A. The slow and outdated machines can cause delays in the project timeline and make it challenging to meet deadlines. This can result in the project falling behind schedule and over budget.

B. Outdated equipment can increase the risk of errors, as it may not be capable of handling complex tasks and may be prone to malfunctions or breakdowns. This can result in rework and cause delays in the project.

C. The use of outdated equipment can result in lower maintenance costs, thus resulting in saving for a project.

D. The team members may feel demotivated and frustrated due to the lack of proper tools, which can lead to reduced performance and a decrease in the quality of work.

Answer: A, B, D.

Explanation
Using old machines that take a lot of time to complete builds can slow down the development process, leading to delays in the project timeline. This can cause frustration and demotivation for the team members who are affected by the slowdown, as well as potential knock-on effects for other team members and stakeholders.
Additionally, if team members feel that their needs and requests are not being met by the project manager due to cost constraints, this can lead to a decrease in team morale and motivation. Team members may feel undervalued or unsupported and may become less engaged in their work as a result. This can lead to decreased productivity and the quality of deliverables.
Using an outdated machine is definitely not going to result in lower maintenance costs. In fact, it's the opposite.
If you are using a very outdated machine, there is probably going to be a higher maintenance cost. There is a good chance that the old and outdated machine may have to undergo frequent repairs, and these frequent repairs could result in additional expenses for the project.

Question 40:
For the data science project, the leadership team and the members of the project team both agreed that there would be a lot of changes to the requirements. For this reason, the project team has decided to use agile for project management. All 8 members of the project will be co-located. The agile development team understands the importance of knowledge sharing, and as an agile project manager, you have already arranged for

collaborative workspaces for your development team. What kind of knowledge can be swiftly shared when the team is co-located?

A. Explicit knowledge
B. General knowledge
C. Documented knowledge
D. Tacit knowledge

Answer: D.

Explanation
Knowledge is commonly divided into two categories: explicit knowledge and tacit knowledge.
Explicit knowledge can be easily formalized and communicated using words, pictures, and numbers. For example, a set of clearly outlined steps with accompanying pictures on how to upload a file into a shared drive is a prime illustration of explicit knowledge.
In contrast, tacit knowledge is highly personal and challenging to articulate. It encompasses beliefs, insights, experiences, and know-how. Tacit knowledge is often subjective, informal, and elusive to convey, as it is influenced by an individual's personal beliefs and values. It is inherently abstract.
A person's aesthetic sense serves as a notable example of tacit knowledge. Expressing this type of knowledge in simple words or numbers is an arduous task.
Obtaining tacit knowledge is not as straightforward as enrolling in a course, training program, or boot camp. While gaining a thorough understanding of the facts and steps related to a subject is a prerequisite for acquiring tacit knowledge, the true enhancement of knowledge quality comes from spending time learning on the job and gaining personal experience.
This unwritten knowledge can be shared between teams if team members are located in close proximity, using face-to-face communication and osmotic communication.

Question 41:
You work as an agile project manager at Skill Valley Inc. You and Scott are attending the seminar organized by your company, and it is a three-day workshop covering multiple agile-based delivery models. During the casual talk during the seminar break, you asked Scott about his role in

the organization. He said he is working as a "flow master". What is the flow master role?

A. Scrum Master equivalent in Kanban
B. No such role exist in any of the agile frameworks
C. Project Manager equivalent in Kanban
D. Product Owner equivalent in Kanban

Answer: A.

Explanation
This can be a tricky question if you are not using Kanban and have not studied it as part of your preparation for the PMI-PMP exam. The exam can test your understanding of various real-life aspects, like how a team can demonstrate in Kanban or what the meaning of a specific role is in a flow-based methodology, such as Kanban.
The main thing here is that the development team is using Kanban, which is a flow-based methodology, and Kanban has a role named "flow master."
This "flow master" role in Kanban is an equivalent role to the Scrum Master in Scrum.
Kanban is one of the popular Lean workflow management methods for defining, managing, and improving services that deliver knowledge work.
The word "Kanban" is a Japanese term, meaning "visual board" or "sign." It helps the project team visualize their work and maximize efficiency by keeping the work in progress, or WIP, under control.
In Scrum, we have well-defined roles like Product Owner, Scrum Master, and Scrum Team. However, the roles in Kanban will not be the same as those in Scrum.
Kanban is a flow-based approach, and many teams who are new to Kanban need some guidance and practical advice, especially if they don't have access to an agile coach. Getting high-quality training to learn Kanban is essential, but it's not always possible and may require an additional cost.
In these situations, the project team may need someone to help them advance and reach a more mature level. This person or role is the Flow Manager.
This role is equivalent to the Scrum Master in the context of continuous or flow-based approaches like Kanban.

Question 42:

The business team asked the development team to develop and launch the new hotel seat booking web application. This is a startup, and there is limited funding available. Only two developers are there to start the development work, one tester is available to test the application, and no one is available to do the web site deployment, so someone within the team has to learn how to deploy the app. The business team doesn't want the entire and fully featured web app to be ready but instead wanted to build sufficient features that are complete enough and fit to be used by the end users, thus enabling the business to start making some benefits early from this web site. What should the development team do in this scenario as per agile practices and recommendations?

A. Build a minimum viable product, or MVP.

B. Collaborate with the business team to persuade them that launching a web app without all features is not a good idea.

C. Build core features in-house and outsource the remaining features to an external development company.

D. Build non-core features in-house and outsource the rest to an outside development firm.

Answer: A.

Explanation

This can be a common scenario in small companies or startups, where the business team may want to build a product to test whether the idea really works and whether it will be acceptable to the end users.

Instead of spending a lot of money on developing all the features, the startup can invest their time and effort in building a minimum viable product, or MVP, and then deploy it for user testing. Based on the feedback received from the end users, the development team can make necessary changes and add or remove features accordingly.

Not deploying the website until all the features are complete is not recommended because, as mentioned in the scenario, there is limited funding available, and developing a full-featured website application will require more funds. Also, convincing a business team to launch a feature-rich app too soon may not be beneficial from the overall ROI perspective of the project.

Additionally, outsourcing the work to another vendor company would require additional funds, so outsourcing the work is also not a good idea in this scenario.

Question 43:
The goal of the project team is to manufacture electric plugs needed for the new electric scooter, planned to be launched after 6 months from now. The project team members consist of folks from the USA, Europe and Asia pacific region. All the project team members are asked to work from the manufacturing facility unit located in Texas, to ensure timely launch of the project. As a project manager, you are currently working on communication needs of this project, and want to set up a regular project meeting for this project team. Which of the following is the most suitable meeting style for this project team?

A. Virtual meeting using Zoom
B. Virtual meeting using Google meet
C. Audio conference
D. Face to Face meeting

Answer: D.

Explanation
This question tests your understanding of identifying the communication needs of a project team that is co-located. Please remember that in this scenario, the project team members come from the USA, Europe, and the Asia-Pacific region. However, in order to deliver the project in the next six months, these project team members are asked to work from the manufacturing facility unit located in Texas to ensure the timely launch of the project.
So, while the team members are from different regions, for the lifecycle of the project, they are expected to work from only one location, which is a manufacturing facility unit located in Texas. This means that this team is co-located.

Now, ask yourself which communication style is most suitable for a project team whose members are all co-located?
With face-to-face communication, the project team can transfer maximum information between each other and among the stakeholders. Therefore, for a co-located team like this, the most suitable communication style to use is face-to-face communication.

Since the team is co-located, there is not much point in using virtual team meetings (using Zoom or Google Meet), and obviously, there's not much use for audio conferencing either.

Question 44:
The banking application is one of the flagship projects on which a large number of team members are working. Because of the banking system and strict financial regulations around the world, there are stringent quality requirements that need to be built into these banking applications. Your team is working on software development for banking applications. The team is using XP for its development practices. The customer works with the development team daily and also participates in clarifying any questions the team may have. This team is using acceptance test-driven development (ATDD). Right now, there is not much clarity in the team about who should be contributing to the acceptance test for this application. What would be your recommendation in this scenario about who should be participating in defining the acceptance criteria?

A. The customer
B. Developers
C. The entire team
D. Testers

Answer: C.

Explanation
Let's first understand the meaning of Acceptance Test-Driven Development (ATDD).
In this type of ATDD approach, the entire team comes together to discuss the acceptance criteria for the work product. The main point here is that the input of the entire team is taken into consideration, and the whole team works together to finalize or arrive at the acceptance criteria for our product. After this, the team creates the tests, which allow the team to write just enough code and automated tests to meet the aforementioned acceptance criteria.
In ATDD, the entire team gathers to discuss the acceptance criteria for a work product. Then the team creates the tests, which enable the team to write just enough code to meet the criteria.

Question 45:
With the project team having completed the implementation of the cybersecurity system as per the client's requirements, however, after implementing this new system, there still remains a risk of potential breach due to human error or system vulnerabilities. This is an example of which of the following?

A. Secondary risk
B. Residual risk
C. Risk threshold
D. Risk appetite

Answer: B.

Explanation
Residual risk refers to the potential risks that remain after a project has been completed and all planned risk responses have been implemented. These risks are typically of low probability or impact and may not have been identified during the risk identification process or may have been identified but not fully mitigated. The residual risk may also be due to the limitations of risk management techniques or the inability to completely eliminate certain risks. It is important to monitor and manage residual risks to ensure that they do not turn into actual issues or problems.

Question 46:
You are working as part of the Project Management Office. Your organization has recently decided to make considerable changes in how projects are executed by the organization and by project teams. In order to bring about these changes, the organization has decided to use the 8-Step Process for Leading Change approach. Which step in the 8-Step Process for Leading Change involves establishing a clear and compelling vision that will guide the change effort?

A. Form a powerful coalition
B. Communicate the vision
C. Create a vision for change
D. Establish a sense of urgency

Answer: C.

Explanation

The 8-step process for leading change was developed by John Kotter, a leading authority on leadership and change management. Here are the steps:

- Establish a sense of urgency: Help others to see the need for change and the importance of acting immediately.
- Form a powerful coalition: Bring together a group of people with enough power to lead the change effort.
- Create a vision for change: Create a clear and compelling vision that will guide the change effort.
- Communicate the vision: Use every means possible to communicate the new vision and strategies.
- Empower others to act on the vision & Remove obstacles: Enable constructive feedback and provide lots of support to those who are able to take action on the vision.
- Create short-term wins: Set short-term goals and achievements that can be reached along the way, and reward those who attain them.
- Consolidate gains and produce more change: Utilize the momentum generated by the short-term wins to create even more change.
- Anchor new approaches in the organization's culture: Establish leadership as a new habit, embed new policies, practices, and values into the organization's culture, and continuously review the progress.

Question 47:

There are a lot of uncertainties around the backend development work for the website. The work is expected to be fast-paced, and complex where there is a high degree of uncertainty and risk. The leadership team wants to encourage innovation and creativity while minimizing the risks. What should the project manager do in this scenario?

A. Facilitate fail-slow/learn quick mindset by acknowledging mistakes

B. Facilitate fail-fast/learn slow mindset by acknowledging mistakes

C. Facilitate fail-fast/learn quick mindset by acknowledging mistakes

D. Facilitate fail-slow/learn slow mindset by acknowledging mistakes

Answer: C.

Explanation

The "fail fast and learn quickly" approach can be particularly effective in fast-paced, complex projects where there is a high degree of uncertainty and risk. By embracing failure as a necessary part of the learning process, project managers can encourage innovation and creativity while minimizing the risks associated with traditional project management approaches.
The "fail fast and learn quickly" approach in project management involves embracing failure as an opportunity to learn and make improvements quickly. Instead of trying to avoid failure, this approach acknowledges that failure is often a necessary part of the learning process and encourages experimentation and risk-taking.

Question 48:
You recently joined an organization and are currently reviewing the project risk management plan. You discovered that the previous project manager had created a risk management plan, but almost 80% of the risks were marked as "transferred" to other firms. When you discussed this with the project team, they informed you that this was due to a lack of expertise or resources to manage those risks. Which of the following are potential disadvantages of risk transfer? Select all the disadvantages

A. The cost of transferring the risk to another party, can be high and may not be financially feasible for the organization.
B. When transferring risk, the organization can often leverage the specialized expertise of the party accepting the risk, such as a third-party vendor.
C. When risks are transferred to another party, the organization may lose control over how the risk is managed and mitigated.
D. The transfer of risk may result in the organization transferring liability to another party. This could lead to legal disputes and damage the reputation of the organization.

Answer: A, C, D.

Explanation
Risk transfer is often used in situations where the organization lacks the expertise or resources to manage a particular risk event. It is also a common strategy for managing risks associated with large-scale projects that involve

many stakeholders, such as construction projects or infrastructure development.
The advantage a company can gain by transferring the risk is that the organization can often leverage the specialized expertise of the party accepting the risk, such as an insurance company or third-party vendor who usually offers the expertise or resources to manage a particular risk event. All other options are potential disadvantages of risk transfer.

Question 49:
Allen Van der Dussen is a project manager working for a multinational company headquartered in Cape Town, South Africa. He has recently joined a project and has heard from several project meetings that the project is extremely complex. What exactly does it mean for a project to be complex?

A. A complex project is one that is difficult to plan, execute, and manage due large and diverse stakeholders
B. A complex project is one that is difficult to plan, execute, and manage due to the number of interrelated components, the degree of uncertainty, and the dynamic nature of the project environment.
C. A complex project is one that is difficult to plan, execute, and manage due to complex technologies, systems, or processes that require specialized expertise, resources, or tools.
D. A complex project is one that is difficult to plan, execute, and manage due to large scope.

Answer: B.

Explanation
Risk transfer is often used in situations where the organization lacks the expertise or resources to manage a particular risk event. It is also a common strategy for managing risks associated with large-scale projects that involve many stakeholders, such as construction projects or infrastructure development.
The advantage a company can gain by transferring the risk is that the organization can often leverage the specialized expertise of the party accepting the risk, such as an insurance company or third-party vendor who usually offers the expertise or resources to manage a particular risk event.

All other options are potential disadvantages of risk transfer.

Question 50:
Carl is one of the senior executives and has a lot of influence within the company due to his longevity and networking. Unfortunately, he has never been a supportive stakeholder of your project and, in fact, has a negative view about the overall approach. What steps can you take to convert a stakeholder like Carl, who has a negative view about a project into a supportive one?

A. Conduct a stakeholder analysis to identify the negative stakeholder, implement a communication management plan, and escalate the matter to senior management if necessary.
B. Conduct a risk assessment to determine the potential impact of the negative stakeholder on the project, and implement a risk response plan accordingly.
C. Identify the root cause of the negative view, address Carl's concerns, involve him in the decision-making process, communicate regularly, and provide incentives.
D. Ignore the negative stakeholder and focus on engaging with other positive stakeholders to ensure project success.

Answer: C.

Explanation
The stakeholder with power and a lot of influence, because of his overall long tenure within the organization, simply cannot be ignored by the project. So, ignoring the concerns of one of the most powerful stakeholders is not a good choice in this case.
Doing the stakeholder analysis, communication management, and escalation are not directly related to converting negative stakeholders into positive or gaining their support.
Additionally, conducting a risk assessment and implementing a risk response plan may also be necessary, but they do not directly address how to convert a negative stakeholder into a supportive one.
Some potential steps to convert a negative stakeholder like Carl into a supportive one include:

Identifying and addressing their concerns: Take the time to listen to Carl's concerns and address them directly. Understanding his point of view and addressing his objections may help to shift his opinion.
Building a relationship: Engage with Carl on a personal level and build a relationship based on trust and mutual understanding. By establishing a personal connection, he may be more inclined to support the project.
Communicating the benefits: Clearly communicate the benefits of the project to Carl and how it aligns with the company's goals and objectives. Show how the project can positively impact the organization and its stakeholders.
Involving Carl in the project: Engage Carl in the project, involve him in decision-making, and provide opportunities for him to contribute to its success. By involving him in the process, he may become more invested in the project's outcomes and become a more supportive stakeholder.

Question 51:
Belinda works from the Adelaide, Australia office. Although she is an experienced project manager, she has not yet worked on the compliance part of project management. The project sponsor of her project asked her about the effect of non-compliance. This is an agile-based project to deliver a healthcare product.
Which of the following can be the consequences of non-compliance? Select all that you think are consequences of non-compliance.

A. loss of customer trust
B. employee morale goes down
C. legal and financial penalties
D. damage to reputation
E. scope creep may happen

Answer: A, C, D.

Explanation
Noncompliance in agile projects can have serious consequences for organizations, including legal and financial penalties, damage to reputation, and loss of customer trust. These penalties can be significant and can have a long-term impact on the organization's financial stability. In addition, noncompliance can result in operational inefficiencies, including delays in project delivery, increased costs, and decreased productivity. Agile projects

that are not compliant may require additional time and resources to bring them into compliance, which can result in delays and increased costs. However, non-compliance does not necessarily result in low morale for employees (although it may happen to some employees), nor does it result in scope creep.

Question 52:
Mangesh's project team consists of a total 8 people who are subject matter experts in the area of mobile handset testing. The same 8 folks were part of the successful launch of the last handset released by the company. And based on their successful track record, the same 8 folks were recommended as the mobile handset testing resources for the new project which is managed by Mangesh, PM working from Kolkata office, offshore delivery center in India. Mangesh is observing that while these 8 folks are good with their technical skills in mobile handset testing, they lack few additional skills such as defect triaging and use of QC tools needed for successful project execution. What can Mangesh do to make his project successful with current resources?

A. Mangesh should work with the project team and help define the set of expected behavior (for example: acquiring skills such as defect triaging and use of QC tools etc.) as a ground rules in a team charter
B. Mangesh should work with the project team and help define the set of expected behavior (for example: acquiring skills such as defect triaging and use of QC tools etc.) as a ground rules in a project charter
C. Mangesh should define the set of expected behavior (for example: acquiring skills such as defect triaging and use of QC tools etc.) as a ground rules in a team charter
D. Mangesh should work with the functional manager and help define the set of expected behavior (for example: acquiring skills such as defect triaging and use of QC tools etc.) as a ground rules in a team charter

Answer: A.

Explanation
The dream of any project manager (PM) will be to have a high-performing project team to deliver the project. High-performing teams collaborate to consistently deliver outstanding results. High-performing teams do not come

about by accident. The performance of the team is built on a foundation of mutual trust and respect, an understanding of individual behaviors within the team, and alignment on a common purpose.
High-performing teams take the time to get to know each other individually, take action to build trust across the team, work together to set clear goals, hold each other accountable for meeting these goals, and have a clear set of ground rules that define the required behaviors for the team.
High-performing teams recognize that, in order to achieve and maintain high performance levels, the ground rules they define should be created by the team in a collaborative manner. The place to record such ground rules is usually the team charter.
So, Mangesh should work with the project team (and should not do it alone or with the function manager but with the project team) and help define the set of expected behaviors (for example, acquiring skills such as defect triaging and the use of QC tools, etc.) as ground rules in a team charter (and not in the project charter).

Question 53:
After joining the project as a project manager, you have noticed that many of the practices of project management, such as managing the schedule and risks, are completely different from what you are used to. When you asked the project team why they are managing the schedule and risks differently on this project, their reply was that they are doing it as per the needs of the project. Which of the following is done by the project team?

A. Cookie-cutter
B. Bad project management
C. One-size-fits-all
D. Tailoring

Answer: D.

Explanation
Tailoring in project management refers to the process of customizing the project management methodology and processes to meet the specific needs of a particular project. It involves evaluating the unique characteristics of the project, such as its size, complexity, risks, and stakeholders, and determining

which project management processes and techniques are most appropriate for the project.
The opposite of tailoring in project management is the "one-size-fits-all" or "cookie-cutter" approach, which refers to using a standardized project management methodology or process without considering the unique characteristics of a project. This approach assumes that a standard set of project management practices and processes is universally applicable to all projects, regardless of their size, complexity, risks, or stakeholders.
Using a one-size-fits-all approach can be problematic because it fails to consider the specific needs and requirements of individual projects, resulting in inefficient or ineffective project management. The cookie-cutter approach can lead to the implementation of unnecessary processes, the omission of critical activities, and inadequate stakeholder management, resulting in a higher risk of project failure.

Question 54:
There has been a lot of focus on making organizations more efficient and adaptable to the rapidly changing business environment and economic conditions. The organization has decided to use the eight-step process for leading the change approach. You are working as a project manager and are in charge of implementing this eight-step process. You are currently working on identifying a powerful coalition, a group of people who will lead the change effort. Which of the following is the least useful skill or aspect of your coalition partners?

A. willingness to work together to achieve the shared goal
B. commitment to the change efforts of the coalition partners
C. the hierarchical position of the coalition partners
D. influence to lead the effort and overcome resistance to change.

Answer: C.

Explanation
The 8-step process for leading change involves forming a powerful coalition. This step is critical to the success of the change effort, as it involves bringing together a group of people with enough power and influence to lead the effort and overcome resistance to change.

The coalition should include individuals from across the organization who possess the skills, knowledge, and resources necessary to make the change happen. The members of the coalition should be committed to the change effort and willing to work together to achieve the shared goal.
The coalition should also comprise individuals who can help communicate the vision and benefits of the change to others in the organization. This can encompass managers, supervisors, and other influential individuals who can assist in building support for the change effort.
Overall, forming a powerful coalition is an important step in the change process, as it helps build momentum and overcome resistance to change by bringing together a group of people who are committed to the change effort and have the power and influence to make it happen.

Question 55:
Skill Valley Inc. is a construction company. This construction company has decided to transfer the risk of worker injury to an insurance company. If a worker is injured on the job, the insurance company would be responsible for paying for the worker's medical bills and lost wages, rather than the construction company. This is an example of which of the following?

A. Statement of work
B. Risk transfer
C. Request for proposal
D. Corporate social responsibility

Answer: B.

Explanation
Risk transfer is a risk management strategy where an organization transfers the risk of a particular project or operation to a third party. This third party is usually an insurance company or a vendor who agrees to take on the financial liability if a particular risk event occurs.
Risk transfer is often used in situations where the organization lacks the expertise or resources to manage a particular risk event. It is also a common strategy for managing risks associated with large-scale projects that involve many stakeholders, such as construction projects or infrastructure development.

In this scenario, Skill Valley Inc. has paid a premium or a fee to the third party insurance firm to assume the risk.
By doing so, the organization effectively transferred the financial consequences of the risk to the third party. This allows the organization to mitigate the financial impact of a risk event, while still allowing it to proceed with the project or operation.
All other 3 options are incorrect.

Question 56:
The organization has a well established project management office who has enormous power within the organization when it comes to project selection. The project management office or PMO is very strict when it comes to project selection, and only projects with minimal risks are usually selected for execution. The project management office emphasizes the importance of avoiding risks and risky projects. What could be the disadvantage that this organization may face because of an overemphasis on risk avoidance?

A. There is no disadvantage as such. Avoiding the risk is always helpful.
B. Risk avoidance can result in projects costing more budgets
C. Risk avoidance can result in low employee motivation and morale
D. Risk avoidance can result in missed opportunities or stifle innovation

Answer: D.

Explanation
In general, risk avoidance involves refraining from activities or decisions that pose a significant risk to the organization. It is often the preferred risk management option when the potential consequences of the risk are severe, and the cost of avoiding the risk is lower than the cost of managing the risk. However, it is important to note that risk avoidance can also result in missed opportunities or stifle innovation, so it should be carefully considered in the context of the organization's overall goals and risk management strategy.
Remember that by avoiding the risk in a project, it does not necessarily lead to low employee motivation, nor does it necessarily result in a high project cost. The choice of risk management options depends on various factors such as the severity and likelihood of the risk, the available resources, and the organization's risk tolerance. A comprehensive risk management plan should

consider a range of risk management options and implement them based on the specific needs and circumstances of the project or business.

Question 57:
The project team is using agile for the development of the product; the documentation created during the planning phase is minimal. You work as an agile project manager on this project. The project sponsor of this agile delivery team has asked you to share the details of the anticipated sequence of deliverables over time. He wanted to plan the marketing and other launch activities. Which is the agile tool you should use for this purpose?

A. Value stream mapping
B. Product backlog
C. Product roadmap
D. Iteration backlog

Answer: C.

Explanation
The product backlog consists of all the business requirements that the project is supposed to implement. For example, in a Scrum-based Agile team, the product backlog comprises user stories, where each user story represents the business requirement the project is supposed to implement. However, the product backlog does not include the details of the anticipated sequence of deliverables over time.
The iteration backlog is a subset of the overall product backlog. In Scrum, the sprint backlog is an example of the iteration backlog; the team decides how many user stories they want to work on in the upcoming sprint based on priority, and the selected stories become the sprint backlog. However, the iteration backlog also lacks the details of the anticipated sequence of deliverables over time.
Value stream mapping (sometimes called VSM) is a lean manufacturing technique to analyze, design, and manage the flow of materials and information required to bring a product to a customer. So, this is also not useful for obtaining the details of the anticipated sequence of deliverables over time.

A product roadmap is usually developed by the product owner or a product owner value team, which may include the product manager and all the relevant product owners for that area of the product. The product roadmap is essentially used to display the details of the anticipated sequence of deliverables over time.

Question 58:
Mark and his team are working on developing a project - a game for Xbox. This project is to be developed across multiple phases. Right now, the project work is already underway and based on the team's confidence level, things are looking on-track in terms of finishing the work on-time and within budget. However, one of the key stakeholders has asked for a work performance report to understand project progress objectively. Which of the following should Mark share?

A. Earned value measurements information
B. Project charter
C. Business case document
D. Project management plan

Answer: A.

Explanation
This should not be hard to answer once you know that the task here from the key stakeholder is to understand how the project is doing while it is in execution and when its progress is being monitored. The project charter, project management plan, and business case document are useful project documents, but they are less useful to represent the work performance of a running project. Work performance reports are the physical or electronic representation of performance information intended to generate decisions, actions, or awareness within the project stakeholder community. These work performance reports are circulated to the project stakeholders through the communication process as defined in the project communication management plan. One of the ways a PM can send the details of how a project is doing in terms of cost, schedule, and scope is by using earned value measurements, such as SPI and CPI. For example, if CPI is 1.2 for a project, it means the project is doing well in terms of cost. Similarly, an SPI of 0.6 hints that the project is not doing well in terms of schedule and may demand some actions

or decisions to bring it on schedule, such as adding new resources, for example. The PMBoK Guide uses some specific terms, such as work performance data, work performance information, work performance reports. In your projects, you might not be using these terms as-is; however, it is important to understand what they mean so that in the PMP exam, you should be able to select the right options. In this scenario, the task was for a work performance report, and hence the PM should share the earned value measurements information.

Question 59:

The new project is aimed at developing a community park in New York City, and is currently in its initial phase. The project stakeholders are working on deciding the expected business value that the project is going to generate. Which of the following is a valid way to measure project business value?

A. Market share
B. Cost variance
C. Employee satisfaction
D. Number of defects

Answer: A.

Explanation

The business value of a project can be measured in various ways, including financial value, customer value, strategic value, social value, and operational value. Market share is a valid method for assessing customer value, which pertains to the value the project provides to customers or end-users of the product or service. Market share can be quantified as the percentage of the total market that the organization's product or service captures.

Employee satisfaction is not an appropriate measure because it does not directly gauge project business value. Similarly, the number of defects is an inappropriate metric as it assesses product quality, not project business value. Cost variance is also an unsuitable measure as it evaluates project cost performance, rather than project business value.

Question 60:

During one of the technical meetings, the solution architect of a software development team recommended that the development team should be using TDD to improve the overall code quality. To get started with the test-driven development approach, the project selected for this work is a small mobile app development project that is currently being developed by three junior engineers. These engineers do not have much understanding of what is meant by test-driven development. Which of the following statements correctly describes this type of development?

A. The development team has to spend more time on developing test code along with the production code.

B. The development team writes test code first, it fails and then they need to write code to pass the test and then do a refactor.

C. The development team has to maintain the test code along with production code.

D. Writing The test before the code ensures that we have at least some tests in place. Better test coverage of the code reduce systems quality

Answer: A, B, C.

Explanation
Many practices that originate from one of the frameworks called Extreme Programming are employed in software development projects. One popular practice stemming from Extreme Programming is called test-driven development, in which the development team initially focuses on creating or writing automated tests before writing the production code. This may sound counterintuitive, but this practice of writing the automated test before writing the production code actually helps instill code quality into the production code.
The test cases for each functionality are created and tested first, and if the test fails, new code is written to pass the test, making the code simple and bug-free.
For non-software projects, the team can consider how to test-drive the team's design. Hardware and mechanical projects often use simulations for interim testing of their designs.
Writing the test before the code ensures that we have at least some tests in place. Better test coverage of the code enhances the system's quality.

Question 61:
The agile team has been working together for more than 30 months on building the cutting-edge software tool to upload invoice entries into Google Cloud. This team was trained on the automation SDK at the start of the project, and since then they have worked on various novice algorithms and solutions. However, there is a feeling with the leadership team that the team is not yet fully agile in terms of their overall approach to product delivery. What should this team focus on to enhance their agility?

A. Continuous attention to technical excellence and good design
B. Continuous attention to increasing the cycle time
C. Continuous integration
D. Continuous attention to increasing the lead time

Answer: A.

Explanation
Let's first explore the meaning of lead time and cycle time. Lead time measures the time from the moment the customer makes a request to the time they receive something. Therefore, increasing the lead time is undesirable from an agility point of view.
Cycle time measures the time it takes the development team to work on the request and deliver it. Once again, increasing the cycle time is undesirable from an agility point of view.
In the context of cycle time and lead time, the less time taken is preferable. Thus, choices recommending an increase in them are incorrect.
Continuous integration is a practice in which each team member's work is frequently integrated and validated with one another to ensure the product as a whole works as expected. However, it is not directly useful for enhancing agility.
As an agile team, to enhance agility, the team should pay attention to technical excellence and good design, as these two factors contribute to enhancing agility.

Question 62:
Currently, you are working as a shadow project manager for one of the senior project managers to understand the current practices and

processes followed by the project. Eventually, you will replace this senior project manager in the role of the project manager. During some of the project meetings, you find that the senior project manager is supporting the team to subdivide the project tasks. What could be the advantage of such an approach?

A. By subdividing project tasks, the team can do those subdivided project tasks in linear fashion and the team can quickly be able to complete all the planned work.

B. By subdividing project tasks, the team can identify the minimum viable product (MVP) or the smallest set of features that will meet the customer's needs. This can help the team focus on delivering the most important features first, which can increase customer satisfaction and reduce project risk.

C. By subdividing project tasks, the team can quickly be able to complete all the planned work.

D. Subdividing the project task doesn't in itself offer any advantage. The only reason why the project team may want to subdivide the project tasks is when there are more people available on the project and each one of them needs work to be performed on the project

Answer: B.

Explanation
Subdividing project tasks can offer several advantages:

- **Clarity:** Breaking down a larger project into smaller tasks makes it easier to understand what needs to be done, who will do it, and when it needs to be completed.
- **Focus:** Smaller tasks allow team members to concentrate on one thing at a time, which can increase productivity and help them feel more accomplished as they complete each task.

However, the primary reason the team may want to subdivide the project tasks is that by breaking them down, the team can identify the Minimum Viable Product (MVP) or the smallest set of features that will meet the customer's needs. This can help the team concentrate on delivering the most important features first, which can enhance customer satisfaction and reduce project risk.

Question 63:
Project work which John and his team is working on needs approval from a government's environmental department to deploy the river cleaning solution which John and his team has developed in the last few months. Without the clearance from the environmental department, the cleaning solution cannot be deployed in any river in the city. What kind of dependency is involved here?

A. Discretionary internal dependency
B. Mandatory internal dependency
C. Discretionary external dependency
D. Mandatory external dependency

Answer: D.

Explanation
In a project, there will be occasions where the project team may have dependencies, and there are multiple combinations that could exist, as follows:

- Mandatory external dependencies
- Mandatory internal dependencies
- Discretionary external dependencies
- Discretionary internal dependencies

In the given scenario, without clearance from the environmental department, the cleaning solution cannot be deployed in any river in the city. This is a mandatory or hard dependency.
Additionally, the dependency is with the government's environmental department, and therefore, it is external as it is outside of the project team's control.

Question 64:
As a project manager, you are working with senior leadership in your organization to come up with a plan for the reward and recognition system of your project team. There is a direction from the senior leadership to include both tangible as well as intangible aspects of the reward system to make the overall report in the recognition system most

effective. Which of the following should you include in your overall reward and recognition system?

A. Include intangible rewards such as opportunities to apply the professional skills to meet the new challenges at work
B. Include monetary rewards as money is viewed as tangible aspect of any reward system
C. Include intangible rewards such as appreciations
D. Include intangible rewards such as opportunity to grow
E. All of the above.

Answer: E.

Explanation
The core objective of introducing rewards and recognition systems in your project and organization is to ensure that the team members feel appreciated and that their work has not gone unnoticed. It also serves as a great way of motivating people to perform better over the project's lifecycle.
People are motivated when they feel valued in the organization, and this value is demonstrated by the rewards given to them. Generally, money is viewed as a tangible aspect of any reward system, but intangible rewards could be equally or even more effective.
It is important to recognize that a particular reward given to any individual will only be effective if it satisfies a need that is most valued by that individual. Most project team members are motivated by an opportunity to grow, accomplish, be appreciated, and apply their professional skills to meet new challenges. These are generally viewed as intangible rewards, but these intangible rewards can be equally or even more effective than monetary rewards.
Hence, the correct choice is to include both tangible and intangible rewards in the overall reward and recognition system.

Question 65:
There were few doubts on how the project team would adapt to agile at the start of the project. After some thoughtful debates, eventually the project team decided to use scrum for the project. The team has been working on the project for the last few iterations, and most of their deliverables have been accepted by the product owner. Also, the

leadership was happy that the team made a fairly smooth transition to agile and scrum delivery. George is working as the scrum master for this team. What is the one thing that, as a scrum master, George should not try to do?

A. Try to constantly share the product vision with the team
B. Try to facilitate team meetings
C. Try to remove the impediments
D. Try to constantly increase the velocity of the team

Answer: D.

Explanation
As a Scrum Master, one of the primary responsibilities is to remove the impediments faced by the project team. The Scrum Master also facilitates multiple Scrum events, such as sprint planning and sprint retrospective meetings. If there are any additional technical meetings needed by the project team, the Scrum Master also helps the team keep an eye on the product vision.
However, one thing the Scrum Master should not attempt is to increase the team's velocity. Team velocity usually varies the most in the first few iterations and then begins to stabilize. While it may seem logical to predict ever-increasing velocity as the team gains experience, velocity typically plateaus.
One reason for this is that as the product gets bigger, there is more to maintain, refactor, and possibly support if early versions of the product have been deployed. In general, knowledge work projects tend to increase in complexity as the work is done.

Question 66:
After working as an individual contributor and a star developer, Jason has been promoted to a leadership role. In his new role, he will be acting as a project manager and will be working with a development team consisting of his colleagues from his previous team and also some new team members who have joined the project. As a new leader, Jason should avoid which of the following leadership styles or attributes?

A. Adapts to change and willingness to try new ideas and approaches.
B. Servant leadership

C. Being inflexible and resistant to change or new ideas.
D. Self-serving leadership

Answer: C, D.

Explanation
Effective leadership is focused on the needs of the team, the project, and the organization, with the leader working to empower and support team members to achieve shared goals.
A good leader is self-aware, empathetic, and able to balance the needs of the group with their own personal goals and ambitions.
Servant leadership is a commendable trait to possess.
Self-serving leadership is a leadership style where the leader primarily serves their own interests, rather than the interests of the group or organization they are leading. This type of leadership is often characterized by a focus on personal gain, power, and control, rather than on the well-being of the team or the organization.
In self-serving leadership, the leader may use their position of authority to manipulate others and achieve their own goals, rather than acting in the best interests of the group or organization.
This can lead to a toxic work environment, decreased morale, and ultimately, a decline in overall performance.
As a project manager, it's important to be adaptable and open to change, as projects can evolve quickly and unexpected challenges can arise. So being inflexible and resistant to change or new ideas is not a desirable quality for the PM.

Question 67:
The new project on which the agile project team is about to start development is the first of its kind to be developed in the organization. This project is related to the development of security appliances, and the project team has never done this kind of product before, so they have very little idea about what success means for such products. As such, the team is finding it difficult to understand the project goal and the overall project vision, and you want your team members to fully understand the project goal and the project vision at a very broad level. Which of the

following can be used to make sure the team understands the project vision? Select all which can be used.

A. Develop a project tweet.
B. Develop a team charter
C. Develop a project elevator statement.
D. Develop a product backlog.
E. Develop a product roadmap.

Answer: A, C.

Explanation
Imagine that the project work has begun, and during the development of the project deliverables, a new use case emerges. Both the business team and the development team are uncertain about whether to include this new use case in the project. In this scenario, the team is unable to make a decision. However, if the project's vision and objectives are crystal clear in the minds of every team member, they can assess whether the new use case or feature aligns with the project's vision and contributes to achieving the project objectives. If it does, the new use case or feature can be incorporated into the project; otherwise, it cannot.
Project teams can use elevator statements to understand the project goals, the anticipated benefits upon project completion, and gain a sense of "why" they are undertaking the project. Elevator statements typically consist of concise descriptions of the project's goals, benefits, and decision attributes, providing a quick overview of the project or product.
A project tweet is also a suitable option. This exercise requires stakeholders to summarize the project's goal in 140 characters or less. The purpose of this activity is not to create a comprehensive description but to assess stakeholders' high-level understanding.
The team charter is more valuable when the team is commencing the project's development or execution. However, in the given scenario, the project team is just about to start the project work, so the team charter is not very useful at this stage.
Additionally, the product backlog contains all the requirements that need to be fulfilled by the project, and it is not particularly useful for conveying the project's vision.

A product roadmap outlines the plan for how a product or solution will evolve over time, but it is also not pertinent to the project's vision.

Question 68:
Deven, a project manager, began project planning after joining the organization a few months ago for the new project work. Deven is working from the Dublin office in Ireland and most of the people on his project will be working remotely across the globe. Right now, Deven is going through the details of the organization and trying to identify who has the power and authority within the organization to make decisions, and he is working on developing a strategy to communicate with these people who are in power. Which skill is being used by the project manager in this case?

A. Stakeholder cube
B. Organizational theory
C. Political awareness
D. Cultural awareness

Answer: C.

Explanation
The Stakeholder Cube is a refinement of the Power-Interest Grid model. In the Stakeholder Cube approach, the grid elements are combined into a three-dimensional model, which can be useful for the project manager and the team in identifying and engaging with their stakeholder community. It provides a model with multiple dimensions that improve the depiction of the stakeholder community as a multi-dimensional entity and assist with the development of communication strategies.
Political awareness helps the project manager plan communication and stakeholder engagement based on the project environment as well as the performing organization's political environments. Political awareness is concerned with the recognition of both formal and informal power relationships. Understanding the organization's strategies, knowing who wields power and influence in this area, and developing the ability to communicate with stakeholder groups are all aspects of political awareness. In this scenario, the project manager is working on understanding who within

an organization has power and influence, so he is showcasing his political awareness skills.
Cultural awareness and organizational theory are not in play here.

Question 69:
The software development kit for the upcoming artificial intelligence project will be developed by the internal project team along with the vendor team. This is because some of the capabilities required to develop the complete software development kit are not available with the internal project team members. The project manager is confused about when the bidder conference should be conducted in order to start the project work. What should be your solution to this project manager regarding when the bidder conference is to be conducted?

A. The bidder conference should be conducted after the project requirements have been clearly defined and documented, and before the bidding process closes
B. The bidder conference should be conducted after the project charter has been created, and before the bidding process closes
C. The bidder conference should be conducted after the project requirements have been clearly defined and documented, and after the bidding process closes
D. The bidder conference should be conducted after the project charter has been created, and after the bidding process closes

Answer: A.

Explanation
The timing of the bidder conference depends on the specific project and its timeline. However, the bidder conference should be conducted after the project requirements have been clearly defined and documented, and before the bidding process closes. This allows bidders to ask questions and gather the information needed to submit a complete and accurate bid.
Ideally, the bidder conference should be conducted early enough in the bidding process to allow sufficient time for bidders to prepare and submit their proposals. This will also give the project manager and the project team enough time to evaluate the proposals and select the best bidder for the project.

It's important to schedule the bidder conference at a time that is convenient for all stakeholders, including the bidders, project team members, and any other relevant parties. The project manager should communicate the date, time, and location of the conference well in advance to ensure maximum participation.

Question 70:
Lisa is a project manager. Her team is working on a project whose product is to make a toy - an electric vehicle that runs on a battery. Her company is located in Texas, USA. Lisa's project sponsor has heard informally that the project team is lagging behind the schedule and the sponsor hence asked Lisa to "forecast" based on the project's performance so far, if the planned goal of the number of quantities of toys will be achieved or not. Which of the following can Lisa use to forecast the future performance of the project?

A. Stakeholder analysis
B. Variance analysis
C. Trend analysis
D. Root cause analysis

Answer: C.

Explanation
This question pertains to the monitoring and controlling areas of project work. The monitor and control process involves observing the current project status and comparing the actual performance and forecasted performance to the planned objectives.
This function of monitoring and controlling is carried out from project initiation through project closure. The scenario mentions that the project sponsor seeks insight into how the project will perform in the future. Essentially, the project manager is asked to forecast future project performance based on the current progress.
Hence, the most suitable analysis for a project manager to perform is trend analysis. Trend analysis is the common practice of gathering information and attempting to identify patterns. Project managers employ trend analysis for schedule and cost to monitor and control project progress. This analysis is used to predict future performance based on historical data.

Variance analysis assesses the differences between the planned and actual results but does not assist in forecasting future performance, which trend analysis can achieve through techniques like earned value measurement.
Stakeholder analysis focuses on understanding project stakeholders, their power, interests, etc. While these stakeholder insights are important, they may not effectively help the project manager forecast future project performance.
Root cause analysis is a valuable technique for understanding the primary reasons behind a problem or the cause of a particular issue. However, it is not particularly useful for forecasting future project performance.

Question 71:
The single sign-on authentication system is a digital product that has been worked on by your team for the last few iterations. The team is using agile approaches and understands that there will be few changes expected as the project work progresses. The team is following a scrum and wanted to perform a requirements review. Which scrum event or ceremony is best suited to do requirement reviews?

A. Backlog grooming or refinement
B. Sprint retrospective
C. Sprint review
D. Sprint planning

Answer: A.

Explanation
In the scenario, it is mentioned that the project team wants to review the requirements themselves. They are not displaying the completed work to the stakeholders, so this is not a Sprint review meeting. During the sprint planning meeting, the team will decide which stories they will work on in the upcoming sprint, so it's not useful in this case. During the Sprint Retrospective, the team looks back and reflects on the completed Sprint, making any necessary corrections or adjustments to the current processes and methods followed by the team. Therefore, a retrospective meeting is not useful for reviewing requirements.
Requirement reviews are another term for the process of refining or grooming the backlog. In Scrum, the team can conduct a backlog grooming

session to perform the requirements review.

Question 72:
For the project, which is now the highest priority for the performing organization, the timelines are very aggressive. Luckily, the performing organization has a great technical and architectural practices group that has created a host of application architecture templates and designs. There is temptation among a few team members to lift and shift these architecture templates and designs from this group and use them for the project. Is it a good idea to lift and shift the architecture templates and designs in this scenario?

A. It is not a good idea because the ready-made architecture templates and design have not gone through the team vetting process for alignment and approval - hence team may not be fully “sold” to these
B. It is not a good idea because the ready-made architecture templates and designs may not be a "perfect fit" to this project’s business requirements and may still need additional tailoring, which may take the same time and effort as creating a solution from scratch.
C. It is a good idea, as you will be applying the architecture templates and designs that have been tried before and hence can be readily applied to lower risk.
D. It is a good idea, as you will be applying the architecture templates and designs that have been tried before and can therefore be readily applied to save time.

Answer: A.

Explanation
There are a few key points to consider in this scenario. First of all, it is not mentioned in the scenario whether the architecture templates and designs are available or can be applied to new projects quickly. So using them to "save time" is just an assumption, not a fact.
Secondly, even if these are suitable for the new project, applying them will lower the risk; that is just an assumption, not a fact. Hence, both of these options don't have sufficient evidence to make them the best choice.
One of the 12 agile principles makes this point clear: the best architectures, requirements, and designs emerge from self-organizing teams.

So it is better to let the architecture emerge from the team so they have a higher level of ownership and pride in the architectures, requirements, and designs they create than in those that are forced on them or "suggested" by external sources.

Question 73:
Brian is a project manager, working from the Sydney office, Australia. Brian's team is currently working on developing a plan for stakeholder engagement for their Google cloud project. The team is using salience model for classification of their stakeholders, and has identified more than 200 stakeholders with the help of project charter, assumptions longs and few other project artifacts. Brian knows that with such a large stakeholder list, he and his team must prioritize the stakeholders for him and the team to develop an effective stakeholder engagement plan. What kind of stakeholders should be on top of the list for Brian and his team?

A. Stakeholder with most interest and least influence
B. Stakeholders who are external such as vendors or suppliers, government agencies etc.
C. Stakeholder with most interest and highest influence
D. Each and every stakeholder is critical to project success and hence Brian and the project team should treat all the stakeholders equally.

Answer: C.

Explanation
In theory, Brian and his project team should consider each and every stakeholder, their interests, and needs. However, in practice, with a large stakeholder size such as over 200 or more, it is evident that some form of focused and prioritized stakeholder engagement approach is required in this scenario.
Additionally, the scenario does not provide a clear reason why Brian and the team should prioritize external stakeholders, such as vendors or suppliers, government agencies, etc. While these external stakeholders may hold influence, the mere fact of their externality should not be the sole basis for blind prioritization.

The correct approach should involve identifying which stakeholders have the most interest and the highest potential influence on the project's outcome. If these key stakeholders are not satisfied, the project is likely to encounter numerous obstacles and could even result in project failure.
Therefore, stakeholders with the most interest and the highest influence should be at the top of Brian and his team's priority list.

Question 74:
The 2 wheeler company who has just ventured into electric vehicle manufacturing has identified around over 50 risks. To address these risks, the project manager wanted to keep aside an amount so that if any of these risks do occur, the project will have funds to handle the same. Which of the following should the PM do in the above scenario?

A. Allocate the management reserves for these identified risks
B. Since risks are future events which may or may not happen, the PM should not keep any reserves. Instead, as and when risk occurs, ask for fund allocation.
C. Don't allocate the reserves, instead handle the project risks in just-in-time fashion.
D. Allocate the contingency reserves within the cost baseline for these identified risks

Answer: D.

Explanation
As a project manager, proper risk management is perhaps one of the most essential skills.
Not setting aside funds for already identified risks is poor project management because, if any of these risks materialize, there may or may not be funds available. This could lead to a major project failure.
Therefore, both options suggesting not keeping reserves are incorrect.
Management reserves are intended for risks that are unidentified or unknown. In this case, the project manager is planning to allocate funds for identified or known risks. So the option that suggests allocating management reserves for these identified risks is incorrect.
The correct choice is to allocate the contingency reserves within the cost baseline for these identified risks.

Question 75:
There are few disagreements with respect to the approach within the project team, and that is causing a non-decision situation in the project. As a project manager, you definitely want the project team members to reach a consensus on what is the best way forward in terms of pending activities. How can you help team members generate the consensus in the project? Select all the correct choices.

A. Listen actively to team members and ensure that everyone's voice is heard.
B. Encourage team members to openly express their ideas, concerns, and opinions through regular team meetings, brainstorming sessions, or one-on-one conversations.
C. All team members should approach the decision-making process with an open mind and with emphasis on personal biases or agendas
D. Identify common goals that everyone can agree on. This can help to create a sense of shared purpose and encourage team members to work together towards a common objective.

Answer: A, B, D.

Explanation
As a project manager, you need to display a lot of patience and empathic listening when multiple team members are contributing to solving a common problem and reaching a consensus. Generating consensus among team members in project management can be challenging, but there are a few strategies that can help.

1. Encourage open communication: Promote team members to openly express their ideas, concerns, and opinions. This can be achieved through regular team meetings, brainstorming sessions, or one-on-one conversations.
2. Listen actively: Actively listen to team members and ensure that everyone's voice is heard. This entails being present in the moment, asking questions, and acknowledging the perspectives of others.
3. Identify common objectives: Identify common goals that everyone can agree on. This can help create a sense of shared purpose and

encourage team members to work together towards a common objective.

By employing these strategies, you can help create an environment where team members feel comfortable expressing their opinions and working together to find the best way forward for your project.

Question 76:
You are working on resource planning for the project in which you have to install electric lamps in the 2nd and 3rd floor apartment building in Bismarck, North Dakota.
Along with your project team, the WBS or work breakdown structure is already created, and everyone is happy the way WBS can represent the total scope of work in a hierarchical chart. One of the team members asked you if the same hierarchical chart format can be used to represent the project resources. What should be your reply?

A. Yes, RBS or resource breakdown structure can be used to represent the project resources in a hierarchical chart format
B. Yes, RACI matrix, can be used to represent the project resources in a hierarchical chart format
C. Yes, A responsibility assignment matrix, or RAM, can be used to represent the project resources in a hierarchical chart format
D. Yes, team charter can be used to represent the project resources in a hierarchical chart format

Answer: A.

Explanation
This should be simple to identify, even though you may or may not have used RBS or a Resource Breakdown Structure in your projects. The key point with WBS, RBS, or Resource Breakdown Structure, and Risk Breakdown Structure (all three are mentioned in the PMBoK Guide) is that their format or way of organizing the data is in a hierarchical chart format.
The other documents, such as a Responsibility Assignment Matrix or RAM, which is also known as RACI, and a Team Charter, don't necessarily represent a hierarchical or tree-like structure.

One of the benefits of why a PM may use an RBS is that it helps better organize project resources and clearly aligns those resources with the overall goals and objectives of the project or organization.
Due to its hierarchical or tree-like structure, it provides a quick visual reference on resource allocation and workload, as well as individual resources and assignments.

Question 77:
Risk identification step is just finished for the steel water bottle product by your project team. The team is now planning to work on prioritizing the risks that they identified already. While the team knows that they should use probability of the risk and its impact - to determine or calculate the risk priority, which of the following additional risk assessment parameters should the project team can use for further analysis and action? Select all that apply.

A. Strategic impact
B. Urgency
C. Proximity
D. Severity

Answer: A, B, C.

Explanation
The main goal of including this question in the practice test is to ensure that you are aware of some additional risk assessment parameters that a project team can use to prioritize risks, apart from the usual probability and impact. This is because the exam may test your understanding of situations where risk assessment goes beyond probability and impact.
Suppose that there are several risks where their probability and impact are more or less the same - then how can a team decide which one to prioritize? In the PMBoK Guide, they have mentioned several additional risk assessment parameters such as:

- Urgency - determining how quickly a risk response needs to be implemented.
- Proximity - assessing the period of time before the risk might have an impact on project objectives.

- Strategic impact - evaluating the potential for the risk to have either a positive or a negative impact on an organization's strategic goals.

Severity is not typically associated with risks. You may come across the term "severity" in some domains, such as the software domain, where it is used to indicate the "severity" of defects.

Question 78:
Elena has been authorized as a project manager to work on the new mobile adapter product. She received the project charter from her project sponsor last week and she has been asked by the project sponsor and the senior leadership executive team to start planning the scope and other aspects of the project. Elena is currently working on developing a project scope statement. Elena has been working with Subject matter experts and other key stakeholders to define the scope of the new mobile adapter product. The team has used product analysis techniques to identify product requirements of a new mobile adapter. One of the stakeholders asked Elena that since the project already had a project charter, then why she is still working on developing the project scope statement. What should be Elena's response?

A. Elena should stop developing the project scope statement as the project charter already contains the scope components.
B. Elena should skip developing project scope statement as project charter already contains the scope components and instead should work on creating a WBS
C. Elena should continue developing the project scope statement as the project charter only contains high-level information whereas the project scope statement contains the detailed description of the scope components.
D. Elena should skip developing the project scope statement as the project charter already contains the scope components and instead should work on creating a WBS dictionary.

Answer: C.

Explanation

After gathering the project requirements, the next step is to "define the scope" of the project. Remember, defining the scope is the process of developing a detailed description of the project and product. The key benefit of this process is that it describes the product, service, result, boundaries, and acceptance criteria.

Although the project charter and the Project Scope statement are sometimes perceived as containing a certain degree of redundancy, they differ in the level of detailed content in each. The project charter contains only high-level information about the scope components, while the Project Scope statement provides a detailed description of the scope components.

Hence, Elena should continue developing the project scope statement because the project charter only contains high-level information, whereas the project scope statement contains the detailed description of the scope components.

Once the Project Scope statement is in place, Elena and the project team can break down the Project Scope statement, typically using decomposition, into a Work Breakdown Structure (WBS) and then create WBS Dictionaries.

Question 79:

Rasool is the project manager working from his office in UAE. His project team is supposed to work on an oil refinery related project in the coming weeks and he and his project team is currently working on developing the project's communication plan.

Because the project work is anticipated to become complex, Rasool feels that the communication model to be used by the project team should include both the acknowledgement and feedback/response by the receiver. Which of the following communication models is most suited for the above requirement?

A. Grapevine communication model

B. Bipolar communication model

C. Interactive communication model

D. Linear communication model

Answer: C.

Explanation

Communication is one of the most important skills for a project manager, and therefore, developing a well-groomed, tailor-made communication plan is critical for the project's success. One of the key factors in developing the communication plan is to select the appropriate communication model to be used by the project's stakeholders, and this communication model should align with the project's requirements.
The linear communication model refers to the way in which a message is transmitted from a sender to a receiver. It is a type of communication that only occurs one way and doesn't provide a means to respond to the message. Some examples include television advertisements and radio commercials, etc.
Obviously, the linear communication model is not what this team wants because the project team desires both acknowledgment and feedback/response to be shared back by the receiver. The bipolar communication model is just a made-up term and an invalid choice.
The grapevine communication model is the informal communication network within an organization or a team. In this model, unofficial information spreads, bypassing the formal communication structure. This information spreads randomly and in all directions. Since it's unofficial, there's no indication of where the information originated, and no records are kept. Obviously, the grapevine communication model is not what this team wants because the project team seeks both acknowledgment and feedback/response to be shared back by the receiver.
So the correct choice would be to use an interactive communication model in which both acknowledgment and feedback/response are shared by the receiver.

Question 80:
Due to economic conditions and budget constraints at the Organization level, around 40% of the team members are forced to work on outdated equipment. The project manager understands that this is not a desirable situation and it is causing feelings of demotivation and frustration within the project team. What should the project manager do in this situation? Select all the correct approaches.

A. Talk to the project sponsor and get the extra budget allocated to upgrade the equipment.
B. Explore alternative options such as renting or borrowing equipment

C. Pull the money from the management reserves and to upgrade the equipment.
D. Find ways to optimize the existing tools to meet the project requirements.
E. Pull the money from the contingency reserves and to upgrade the equipment.

Answer: B, D.

Explanation
It is clear from the scenario that there are economic and budget constraints at the organizational level, suggesting a lack of funds for purchasing equipment. Talking to the project sponsor to get additional funds is unlikely to help in this case.
Contingency reserves and management reserves are kept aside to manage project risks, and spending them on an issue such as equipment upgrades is not wise. If the project manager spends money from these reserves and the project faces the risks previously identified in the future, the project may not have enough money to use, resulting in failure.

Hence, the project manager needs to explore alternative options such as renting or borrowing equipment or finding a way to optimize the existing tools to meet the project requirements.

Question 81:
The development team consists of 12 people with T-shaped skills. They are working on Google cloud-based projects and switching between code development work and deployment of it on the cloud during project execution. While the project team members are highly motivated and are doing their best in terms of commitment to the project and are 100% dedicated to the project, the leadership is not very happy with the team's performance, and there is a feeling that the team is performing below their potential. The progress made by this team is much slower than expected, and the client has already escalated the matter to senior management. What can you, as an agile practitioner, suggest to help the team show better performance?

A. Reduce the team size to a smaller number, as Agile recommends a smaller team size.
B. Work with the product owner to write more clear business requirements.
C. Ask the team to avoid task switching.
D. Hire more I-shaped AWS skilled people

Answer: C.

Explanation
It is mentioned in the scenario that the team is 100% dedicated to the project and consists of highly motivated individuals, yet the team's performance is not up to par.
One of the possible reasons why this could be happening is because of task switching; in other words, some of the team members seem to be multitasking and switching between development and deployment, which is causing their productivity to decrease. Task switching is not good for overall productivity and should be avoided as much as possible in the team.
Multitasking reduces the throughput of the team's work and impacts the team's ability to predict delivery and deliver consistently. Switching between tasks can slow down the team and is discouraged.
All the other options mentioned in the scenario do not quite address the problem.

Question 82:
An Agile development team needs to be formed in order to deliver refrigerator software that displays the internal details of the refrigerator such as the current temperature level and other internal features. You plan to hire a cross functional t-shaped generalized specialist for this team. Which one of the following is not true about t-shaped, generalized specialists?

A. t-shaped, generalized specialists are skilled in all the specialties needed on the project and hence they can take any role as & when team needs
B. t-shaped, generalized specialists are more valuable to team then I-shaped specialist

C. t-shaped, generalized specialists can help reduce bottleneck by taking up work from other team members

D. t-shaped, generalized specialists can help reduce handoff because they are skilled in additional skills which can help reduce handoff whenever applicable

Answer: A.

Explanation
In Agile, T-shaped skills refer to the skillset of a team member who has deep expertise in one area (the vertical part of the T) and broad knowledge in other areas (the horizontal part of the T).
Having T-shaped skills in Agile is important because it promotes collaboration and flexibility within the team. These individuals offer more value than I-shaped skills.
T-shaped, generalized specialists can have multiple skills, but it is unlikely to have an individual with all the skills needed to deliver the project.
Usually, generalizing specialists spend most of their time deep in one role but can, and sometimes do, spend time on activities that come before and after that work. This way, they can help reduce handoffs and also help reduce bottlenecks by taking on work from other team members.
Additionally, having a team of individuals with T-shaped skills means that the team has a broader range of knowledge and experience to draw upon, which can lead to more innovative and effective solutions.

Question 83:
With over 500 risks identified for the electric cooker product (which Jessica, a PM working from Georgia, Atlanta and her team identified last week during the risk workshop) the project team and key stakeholders were happy. The development of the electric cooker product is an ambitious project of Jessica's organization and hence special risk experts are hired to make sure risks are properly managed on the project. Together with these risk experts, Jessica is planning the overall risk handling approach for this project. What should the team do next with these 500+ risks?

A. Develop a risk response plan for each of the 500+ risks

B. Perform a qualitative risk analysis and prioritize the risks

C. Perform a quantitative risk analysis and prioritize the risks
D. Implement the risk response for each of the 500+ risks

Answer: B.

Explanation
With regards to risk management, as I mentioned before, the PMP exam will test your understanding at a fairly sophisticated level. You should not only know the processes involved in risk management but also the correct sequence in which to use them.
In this scenario, the team has completed the "Identify risk" phase, meaning they now know what the project risks are, and there are approximately 500+ of them. The next logical step for the team would be to prioritize which of these 500+ risks are worth focusing on. The team can use a probability and impact matrix to determine which of these risks deserves their attention and further risk planning.
So, the team should "Perform a qualitative risk analysis and prioritize the risks."
After completing this step, the next optional phase is to "Perform a quantitative risk analysis and prioritize the risks."
Once the team has finished these two steps, they can develop and implement the risk responses based on the earlier two steps.

Question 84:
The defect rate has been on a higher side - and no one is happy with the current situation of the development team who are working on NodeJs based server development. Which one of the following can be a possible cause of the high defect rate?

A. Collective product/code ownership
B. Pervasive testing
C. Pair work
D. Loose definition of done

Answer: D.

Explanation
If the Definition of Done is not well-defined or is loose, it can lead to confusion, misunderstandings, and delays in the project. This is because team

members may have different interpretations of what is expected to be completed before a task or user story is considered done.
As a result, some team members may consider a task complete when others do not, leading to rework and additional time spent on clarifying expectations.
Pair work, pervasive testing such as ATDD or TDD, and collective product/code ownership are all recommended practices to be adopted in agile projects.
Hence, a possible reason for a higher defect rate could be the loose Definition of Done.
To overcome this, the project team should work with the product owner and prepare a robust Definition of Done.
By establishing a clear Definition of Done, the team can ensure that everyone has a shared understanding of the level of quality and completeness expected for each deliverable, which can help reduce rework, increase efficiency, and improve overall quality.

Question 85:
The project team is working to implement a new customer relationship management (CRM) system. To support value realization from this project, what should this project team focus on the most?

A. Project team should focus on delivering the project on-time and within budget.
B. Project team should focus on the deliverables of the project
C. Project team should focus on the intended outcome of the project
D. Project team should focus on the quality of the product

Answer: C.

Explanation
Project deliverables and outcomes are two different concepts in project management. Deliverables are tangible or intangible items that are produced or provided as part of the project, while outcomes are the results or benefits that are realized as a result of the project. Deliverables are usually defined as part of the project planning process and may include items such as reports, software systems, equipment, or training materials. They are often used to

measure progress and performance during the project execution phase and are used to determine whether the project has been completed successfully. Outcomes, on the other hand, are the results or benefits that the project is expected to deliver. These may include improved business processes, increased revenue, reduced costs, or improved customer satisfaction. Outcomes are often linked to the project objectives and are used to evaluate the project's success after it has been completed.
In summary, deliverables are the tangible or intangible items produced or provided as part of the project, while outcomes are the results or benefits that are realized as a result of the project. Deliverables are used to measure project progress and performance, while outcomes are used to evaluate project success and determine whether the project has delivered its intended benefits.
Even if a project has quality or is delivered on time and within budget, but fails to achieve the intended outcome, it is not of much use.

Question 86:
You recently joined as an agile practitioner in a start-up company with a very efficient team that has been working together for a few months now. The product they are working on is IOT system software to be used in panels of commercial laundry washers and dishwashers across the USA and Canada. You see this team doing scrum planning, daily stand-ups, etc. And also, they are doing pair programming. This is an example of which of the following?

A. Large scale Scrum or LeSS
B. Scrum of Scrum
C. Blending agile
D. Broken comb

Answer: C.

Explanation
Let's closely analyze the practices followed by the project team.
Firstly, the team is using Scrum planning and daily stand-ups. Obviously, these are Scrum practices.
Second, the project team is also using pair programming, which is a practice commonly found in another Agile methodology called Extreme Programming

(XP).
So, basically, this project team is combining the practices of two different Agile frameworks or methodologies: Scrum and Extreme Programming.
Is this normal? The answer is yes; in fact, many project teams can choose the practices that they find useful to complete the project work from multiple frameworks such as Scrum, Extreme Programming, and Kanban.
In the above scenario, the team is using practices from XP and Scrum, which are two different Agile frameworks. Such practices of combining or using practices across different Agile frameworks are called "blending Agile."

Question 87:
During the last week, Harris, who is working as a manager, had a technical meeting with the project team to finalize the software development kit or SDK that is to be used for the development of networking code for the setup box project. The meeting was attended by more than 30 people. Before proceeding any further, Harris wanted to make sure that all the necessary parties agreed with the choice of the SDK for the networking module. What should Harry do in the above situation?

A. Survey all necessary parties to reach consensus.
B. Arrange another meeting with all the 30 people to get their approval.
C. Arrange a retrospective meeting after the iteration to find out why the project needs the SDK
D. Since the team size is 30 people, which is quite big, and getting the consensus from each is difficult, work with the tech lead of the team and proceed to the next steps.

Answer: A.

Explanation
In the given scenario, it is mentioned that the project requires the Software Development Kit (SDK) to develop the networking code. Therefore, arranging a retrospective meeting is not necessary because the reason for needing the SDK is already clear to the project team.
It is crucial that all team members participate in decision-making; otherwise, they may feel isolated and believe that their opinions and views do not matter

to the project. Therefore, it is not appropriate to ask the technical lead alone to make the decision and then impose that decision on the rest of the team. Arranging another meeting is not necessary because gathering the availability of all 30 people, who are spread across the globe and working in different time zones, can be very difficult and time-consuming. Instead, the project manager can use techniques like surveys to gather feedback and reach a consensus among all team members.

Question 88:
You recently joined a project team and attended 1 of their meetings in which the project team was doing the requirement prioritization. The project team consists of 24 members and the decision to prioritize the requirement was taken whenever a largest block in a group has agreed upon. Which technique is in use here?

A. Autocratic decision making
B. Voting using plurality
C. Voting using majority
D. Voting using unanimity

Answer: B.

Explanation
Project decisions always need to be made during project management. A project can have significant project requirements, and it is not always possible to complete or develop all of those project requirements. Hence, the project team needs to prioritize these project requirements using group discussion techniques.
Group discussions are often common in project management. They allow the group to assess different kinds of alternatives and reach an agreement before making the final decision.
There are different types of decision-making techniques, and one of the most common ones is voting. Voting comes in three different flavors:

- Unanimity: Consensus among the entire group.
- Majority: Consensus among the majority of the group.
- Plurality: The decision is made when the largest block in the group agrees, even if the majority is not achieved during voting.

It is important to note that there is no one best way to make the final decision. While it is ideal to have a unanimous decision, this does not happen all the time. Applying two or more decision-making techniques is important.
In autocratic decision-making, only one individual or the key stakeholder is making the decision by themselves. This is not happening in the above scenario.
In the above scenario, the team is using plurality voting to prioritize the requirement, as the decision was made when the largest block in the group agreed upon it.

Question 89:
In the past, the project team had used 1-point estimation. But for the activity estimation for the upcoming car engine product, the team decided to use 3-point estimates. Referring to the PMBoK guide, the team learnt that there are 3 estimate,

- **most likely denoted by M**
- **optimistic denoted by O**
- **pessimistic denoted by P**

In order to calculate the expected estimation using 3-point estimation technique denoted by E, which of the following can the team use?

A. E = (4O + M + P)/6
B. E = (O + 4M + P)/6
C. E = (O + M + P)/3
D. E = (O + M + 4P)/6
E. E = (O + 4M + P)/3

Answer: B, C.

Explanation
In the cost management section of the PMBoK Guide, there is a bit of math and formula-related discussion. These formulas can be applied or used for activity estimation as well. Remember, PMP exams don't always require you to perform the math alone but can also assess your understanding of applying the correct formula or method to derive activity estimates or cost estimates. The 3-point estimate is discussed in the PMBoK Guide, and there is a good chance it will appear on the PMP exam in various forms. In the scenario

mentioned above, the team is using 3-point estimates, and there are two possible distributions, each with its own formula.

For the beta distribution, the correct formula as per the PMBoK Guide is:
E = (O + 4M + P)/6
For the triangular distribution, the correct formula as per the PMBoK Guide is:
E = (O + M + P)/3
The other choices are incorrect.

Question 90:
You work as a project manager for the tailor machine manufacturing company.
You will be flying next week to Boston to attend the bidder conference. Your project needs a few vendor teams to work in collaboration with your internal team in order to complete the project deliverables. Which of the following is most likely to be your responsibility during the bidder conference?

A. Share the milestone schedule with vendor teams to make sure they know when to deliver their work as per the milestone schedule
B. Project managers don't have any role to play during the bidder conference, only after the vendor is selected the project manager has to work with the vendor teams.
C. Make sure you explain the project scope clearly and what is expected to be delivered by the vendor team
D. Work with the vendor on legal and contractual agreements

Answer: C.

Explanation
It is important for the project manager to first define the project scope and what is expected to be delivered by the vendor team. This will help determine the specific capabilities that are required and ensure that the vendor team understands the project objectives and requirements. The timing of the bidder conference depends on the specific project and its timeline. However, the bidder conference should be conducted after the project requirements have been clearly defined and documented, and before the

bidding process closes. This allows bidders to ask questions and gather the information needed to submit a complete and accurate bid.
Ideally, the bidder conference should be conducted early enough in the bidding process to allow sufficient time for bidders to prepare and submit their proposals. This will also give the project manager and the project team enough time to evaluate the proposals and select the best bidder for the project.
It's important to schedule the bidder conference at a time that is convenient for all stakeholders, including the bidders, project team members, and any other relevant parties. The project manager should communicate the date, time, and location of the conference well in advance to ensure maximum participation.

Question 91:
There is a conflict happening in another project, and since you are part of the project management office and work closely with other colleagues in your organization, you are asked to check why the conflict is happening and how you can help resolve the conflict in another project team. You wanted to brush up on your concepts related to conflict management so that you could help another team resolve the conflict successfully. Which one of the following is not true about the conflict?

A. During conflict, project manager should pay close attention to objectively assess the severity of a conflict
B. During conflict, project manager should pay close attention to the language used and gives the team an opportunity to resolve conflict themselves
C. During conflict, project manager should pay close attention to not separate himself from the point of views
D. Conflict is normal and inevitable when people work closely together

Answer: C.

Explanation
The presence of conflict in a project environment is almost inevitable, and not all conflicts are necessarily bad. As a project manager, you want to ensure that the conflict does not undermine the project objectives.

Hence, as a project manager, you should be aware of the different sources of conflict as well as the level of the conflict.
There are a few key things that you, as a project manager, should keep in mind when dealing with conflict. Not all conflicts are always bad. Sometimes these conflicts can help a team thoroughly discuss a given solution and come up with a better version of the proposed solution. During the conflict, the project manager should pay close attention to objectively assessing the severity of the conflict, and as a project manager, you should give the team the opportunity to resolve the conflict themselves. Only when the conflict is becoming very negative and personal and is starting to negatively affect the objectives of the project, should the project manager intervene and help resolve the conflict.
However, the project manager should pay close attention to not separate himself from the point of view - is incorrect. In fact, the PM should always focus on separating himself and assess the conflict objectively.

Question 92:
Rohit is working as a project manager in a multinational company whose headquarters are located in New Delhi. The project consists of a large number of stakeholders, and it is important for Rohit to ensure that he manages communication effectively. Currently, he is working on analyzing the communication needs of all the stakeholders that have already been identified. Which of the following methods is most likely to be used by Rohit to analyze the communication needs of the stakeholders?

A. Stakeholder engagement assessment matrix
B. Stakeholder Cube
C. Stakeholder analysis
D. Communication methods

Answer: C.

Explanation
To analyze the communication needs of stakeholders, the PM must first identify who the project stakeholders are. This step, as mentioned in the scenario, has already been completed. Next, the PM can proceed with the Stakeholder analysis. Conducting a stakeholder analysis will help the project

manager understand the stakeholders' perspectives, interests, and concerns, as well as their importance to the project's success.
The process of stakeholder analysis typically involves identifying stakeholders, gathering and analyzing information about their interests, needs, and attitudes, assessing their influence and power, and determining their level of support or opposition to the project. The results of the analysis are used to develop strategies to engage and communicate with stakeholders effectively throughout the project lifecycle.
Thus, the PM is most likely to use stakeholder analysis. Other options mentioned are not useful, as they don't help the PM analyze the communication needs of stakeholders.

Question 93:
The project team is undergoing an agile workshop this week, and during one of the sessions, the agile coach mentioned that some of the frameworks, such as extreme programming, expect the team members to show courage. Because the team is relatively new to agile, they are totally confused about how a project team member can show courage in an agile project. Which of the following are examples of team members showing courage that an agile coach can share with the project team members? Select all that are correct.

A. Early evaluation based on prototypes
B. Denying the changes from PO
C. Posting team velocity data in open, and making it visible to all the project stakeholders.
D. Team members doing pair programming.

Answer: A, C, D.

Explanation
One of the key characteristics of agile project management is that it creates a culture of transparency. In agile projects, people show and share their work throughout the development process with other project stakeholders. The development work could be in the form of interim deliverables, but the team is sharing even the interim deliverables with the project stakeholders, and the project team is open and honest about their success, their failures, and the current state of the project.

This kind of transparency requires an act of courage from all team members. When the team members are engaged in pair programming, they are essentially showcasing their work to other team members. When the team is conducting an early evaluation based on prototypes, it requires courage because there could be criticism about the proposed solution, but the team remains open and honest about their failures as well.
Posting the team's velocity data openly is also an act of courage in which the team transparently presents details about the progress made so far. Denying changes requested by the product owner, especially without any discussion or negotiation, is definitely not a sign of courage.

Question 94:
From the past experience, Noof, a project manager working from an office in Riyadh, Saudi Arabia knows that managing the project knowledge is essential for both current projects and for future projects which will be executed by their organization. Noof and the project team is currently working on developing a comprehensive approach for project knowledge management, both for current and for future projects. Which of the following approaches should Noof and the project team must take to get maximum benefits from project knowledge management?

A. Noof and the project team should aim to capture tacit knowledge. Also, they should reuse the existing knowledge and make sure new knowledge is created & captured throughout the project.
B. Noof and the project team should aim to capture both explicit and tacit knowledge. Also, they should make sure new knowledge is created & captured throughout the project.
C. Noof and the project team should aim to capture both explicit and tacit knowledge. Also, they should reuse the existing knowledge and make sure new knowledge is created & captured at the end of the project.
D. Noof and the project team should aim to capture both explicit and tacit knowledge. Also, they should reuse the existing knowledge and make sure new knowledge is created & captured throughout the project.

Answer: D.

Explanation
This aspect of project knowledge management is very important, not just in the PMP exam but also when you are working with project teams on a real project. Why? Because project knowledge management can help you in two ways:

1. By using existing project knowledge, you will be able to avoid the mistakes made by previous similar projects, as you learn the "lessons learned" from the knowledge repository of the past project. This increases the probability of your current project's success.
2. By creating new project knowledge, you will be generating a wealth of information that will be useful for future projects. For example, if your project has developed or utilized a new mechanism for cost estimation that helped your team create more accurate cost estimates, capturing these details and sharing them with other project teams will benefit them as well.

I strongly recommend that you read Page Number 100 with attention in the PMBOK Guide 6th edition because it covers everything you need to know as a project manager and for your project team when it comes to project knowledge management.
What kind of project knowledge should be captured? The answer is both explicit and tacit knowledge. For the exam, you should also understand the difference between explicit and tacit knowledge. Explicit knowledge can be easily codified using words, pictures, and numbers. For example, a set of clearly defined steps and pictures on how to upload a file into a shared drive is a good example of explicit knowledge. On the other hand, tacit knowledge is personal and challenging to express; it includes beliefs, insights, experiences, and know-how.
When should project knowledge be captured? The answer is "throughout the project." It is a common misconception that managing knowledge only involves documenting it for sharing. Another misconception is that managing knowledge is solely about obtaining lessons learned at the end of the project for future use.
On what knowledge should the project team focus? The answer is both existing and new knowledge. The overall knowledge management process

should aim not only to use existing knowledge available within the performing organization to benefit the current project but also to create new knowledge during the ongoing project that will be valuable for future projects.
Hence, the correct choice is to focus on both explicit and tacit knowledge, and the project team should aim to reuse existing knowledge while ensuring the creation and capture of new knowledge throughout the project.

Question 95:
You are part of a PMO, and the PMO is working on finalizing the contract for a large project in the construction domain. The project, apart from being very large in cost, schedule, and resources, also has elements of tangible, confirmed requirements and intangible, unclear requirements, and hence it is agreed that a hybrid model of predictive and adaptive will be used for the overall project delivery. How would you develop a contract for such a project?

A. Agile methods don't have contracts - instead start without contract and focus on value-add delivery
B. Ask PMO to split project into 2 projects and develop a separate contract each for the 2 projects
C. Develop a master services agreement or MSA for overall engagement with adaptive work being placed in an appendix or supplement
D. None of the options correctly mentions the contract needed for the project.

Answer: C.

Explanation
The situation mentioned in the above scenario can be quite common when the project has requirements that necessitate both predictive-style project management and adaptive-style project management. It is quite natural in this case to utilize the Master Service Agreement, or MSA, for the overall engagement between the two parties involved in the work. For adaptive work, where changes are supposed to happen more frequently, they can be placed in an appendix or a supplement. This allows changes to occur in the adaptive scope without impacting the other elements of the contract engagement. Creating two separate contracts is not necessary because this

situation can be handled by creating a Master Service Agreement, as explained above. It is also not true that agile projects don't have contracts. When there are elements of both predictive and adaptive work, the team can develop a Master Services Agreement, or MSA, for overall engagement and place adaptive work in an appendix or supplement. This allows changes to occur in the adaptive scope without impacting the overall contract.

Question 96:

Healthcare domain projects always come with strict compliance as well as very high standards and quality requirements. The healthcare domain project on which Sudha is about to start work as a PM has already identified and documented more than 50+ risks in the project charter itself. What is the most appropriate approach to risk management for such a project?

A. Review the identified risks after the planning phase and their potential impact on the project, and prioritizing them based on their likelihood and impact.

B. Regularly reviewing the identified risks and their potential impact on the project, and prioritizing them based on their likelihood and impact.

C. Regularly reviewing the identified risks and their potential impact on the project, and prioritizing them based on their likelihood.

D. Regularly reviewing the identified risks and their potential impact on the project, and prioritizing them based on their impact.

Answer: B.

Explanation

There are a few key terms that need to be carefully understood when it comes to managing the risks. The project team must regularly review the risks. So, only reviewing them at the end of the planning phase is not correct. The project risks should be prioritized based on both their likelihood or probability and impact.

Thus, iterative risk assessment and prioritization are ongoing processes of identifying, analyzing, and evaluating risks throughout the project lifecycle. By regularly assessing and prioritizing risks, project teams can avoid last-minute surprises and better manage the uncertainties that come with any project. It also helps project teams proactively identify and address potential risks before they become major issues.

Question 97:
During the recent 1 on 1 meeting which Jack conducted with multiple team members, most of the team members said that the current development process followed by the project team to develop the mobile charger product is not very efficient and needs improvement. As a project manager Jack too had the similar feeling that there is room for improvement in the current development process. Which of the following can be used to identify non-value added activities in the current development approach?

A. Process analysis
B. Histogram
C. Quality metrics
D. Pareto chart

Answer: A.

Explanation
In the area of quality management in project management, you can expect several questions regarding the 7 QC tools and multiple data analysis options that a project manager can employ. I have included questions related to the 7 quality control tools in the question sets, but this particular question pertains to analysis.
In the given scenario, it appears that both the project team members and the project manager themselves have a gut feeling that the current process needs improvement. To be certain that the process indeed requires improvement, the project manager should conduct a process analysis.
Process analysis serves to identify opportunities for process improvement. This analysis also examines problems, constraints, and some of the non-value-added activities that the project team might be engaged in during the development of the product.
Pareto charts and histograms are among the QC tools, but they are not useful for identifying non-value-added activities in the current development approach.

Additionally, quality metrics describe attributes of a project or a product and how the quality process will verify compliance with them. Some examples of quality metrics include the percentage of tasks completed on time, cost performance measured by CPI, failure rate, the number of defects identified per day, total downtime per month, customer satisfaction scores, and the percentage of requirements covered by the test plan as a measure of test coverage.
Quality metrics won't be particularly useful for identifying non-value-added activities in the current development approach.

Question 98:
The DoD, or "definition of done," is one of the most important aspects of agile delivery. The product development team is working on the development of the new product, which is a cutting-edge Wi-Fi router. The team is skilled in the development area and consists of cross-functional team members. The team is using the Scrum framework. Who should be fully aware of the "definition of done" in such a team?

A. Scrum master
B. The development team
C. Product owner
D. All of the options mentioned

Answer: D.

Explanation
During the project development, in order to create a shared vision of what is meant by "complete" for the product increment, the development team, the product owner, and the Scrum Master should all be crystal clear on what is meant by "done."
The development team should work closely with the product owner to create a shared definition of "done" for every work item planned for the project. It is recommended that the development team work with the business representatives on a daily basis throughout the project. This is because if the development team needs clarification from the business team, they can discuss it with them and get the details from them immediately.
Similarly, the business team can also monitor the progress made by the development team and provide their feedback as and when needed.

During the demo or review, the product owner can verify the product increment and compare it with the definition of "done." Based on the results, they can accept or reject the product increment or the work items.

Question 99:
During the website development project, it looks like there were a large number of defects found only in the login module of the website. The project team wanted to understand the root cause of why the defects are only found in the login section of the website. How can the development team perform root cause analysis?

A. The project team can use the "5 Whys" technique, in which the team members who have not worked with the login section of the website will drill down to find the root cause by asking "why" five times.
B. The project team can use the "5 Whys" technique, in which the team members who have hands-on experience with the login section of the website will drill down to find the root cause by asking "why" five times.
C. The project team can use the "5 What" technique, in which the team members who have not worked with the login section of the website will drill down to find the root cause by asking "what" five times.
D. The project team can use the "5 What" technique, in which the team members who have hands-on experience with the login section of the website will drill down to find the root cause by asking "what" five times.

Answer: B.

Explanation
The major objective of any root cause analysis technique is to identify the root cause that is causing defects or incorrect behavior in the application or the given work item. In this scenario, the area to focus on is the login section, as it has a large number of defects.
Root cause analysis can be performed by the project development team using the "five-why" technique. The idea is very simple.
Individuals with hands-on experience in the area for which they want to identify the root cause of a defect should participate and drill down to the root cause by asking "why" five times.

It is essential that those with hands-on experience participate in the root cause analysis, as they possess the best knowledge to uncover the underlying problem. If there are defects in the login section of the website, asking a member of the marketing team to join the analysis doesn't make much sense, as the marketing team may not have a deep understanding of the technical details of website development.
The "five-why" technique can be used for troubleshooting or for quality improvement, but it is most effective when addressing simple or moderately difficult problems. It may not be the best option for solving complex or critical problems because "5 Whys" can lead to pursuing a single track or a limited number of lines of inquiry when, in fact, there could be multiple underlying causes.

Question 100:
More often, the daily standup is taking longer than 15-min. these days for Larry and his team. This is because the development team often starts discussing resolving the problem during the standup and it is hence causing time spent on issue resolution.
Larry being the agile project manager/scrum master for this team wants to help the team be more efficient with these standups. What should Larry & his team do to address the issue of daily scrum running longer than 15-min.?

A. They should escalate this issue to the product owner and use negotiation skills to work on reducing the scope of the work which is causing the problems faced by the team.
B. They should add the issue to a parking lot, and then create another meeting at the end of the sprint & use that meeting to solve/address the problem there.
C. They should add the issue to a parking lot, and then create another meeting right after the standup & use that meeting to solve/address the problem there.
D. They should extend the daily standup duration to 60 min. in their calendar and inform all the stakeholders about it. And then use this 60-min. to solve/address the problem there.

Answer: C.

Explanation
During the exam, when you come across a choice that tends to suggest something like "don't solve it yourself but pass it on to someone else," it is often the wrong choice. The project manager and the project team should, instead, ensure they address the problems they face on their own as much as possible. Only in exceptional cases, when resolving the problem is beyond the authority of the project manager or the project team, can they seek help from outside stakeholders, such as senior leadership or the project sponsor. Therefore, an option that says they should escalate this issue to the product owner and use negotiation skills to work on reducing the scope of the work causing problems for the team is incorrect.
Similarly, a choice that suggests they should add the issue to a parking lot and create another meeting at the end of the sprint to address the problem is incorrect because creating a meeting at the end of the sprint may mean the team will continue to face problems during the sprint, negatively impacting the deliverables planned for the current sprint.
Furthermore, a choice proposing to extend the daily stand-up duration to 60 minutes in their calendar and inform all stakeholders about it, and then use this 60 minutes to address the problem, is incorrect. In this case, the whole team will be spending 60 minutes, which may not be necessary because the problem faced may not be affecting everyone on the team. So there is not much point in reserving this much time from everyone.
Instead, a better approach would be to add the issue to a parking lot and then create another meeting right after the stand-up with relevant parties to address the problem.

Question 101:
James has been appointed as the project manager to lead the activities of one of the flagship projects in the organization. The project is of strategic importance to the organization and its success will be a huge milestone in the organization's journey in executing complex projects. Due to the project's significance, James wants to ensure that the project team navigates the complexity effectively. What exactly does the team have to do to navigate the complexity effectively?

A. The project team should focus entirely on the technology and some of the tools and techniques used in the project in order to successfully navigate the project complexity.

B. The project team should apply the knowledge of system thinking, complex adaptive system, experience from the past project work, experimentation and continuous learning related to system interaction
C. The project team should apply Siloed thinking.
D. The project team should show a rigid adherence to the project plan and under no circumstances allow changes to the project scope.

Answer: B.

Explanation
A rigid adherence to the project plan can hinder the ability to adapt to changing circumstances and address project complexity. Instead, project managers should be willing to make adjustments to the plan as needed to respond to project complexity and ensure project success.
While technology can be helpful in managing complex projects, over-reliance on technology can be counterproductive. It can lead to a false sense of security and may not address the human factors that contribute to project complexity.
Siloed thinking can prevent collaboration and innovation, making it harder to navigate project complexity. Project managers should encourage cross-functional collaboration and encourage team members to share their ideas and insights.
Instead, the project team should apply the knowledge of system thinking, complex adaptive systems, experience from past project work, experimentation, and continuous learning related to system interaction.
Overall, effectively navigating project complexity requires a strategic and flexible approach that incorporates stakeholder engagement, regular monitoring, risk management, collaboration, and adaptability.

Question 102:
The Agile development teams working on the development of chemical components understand that they should provide transparency regarding work status by communicating team progress, work quality, impediments, and risks in order to help the primary stakeholders make informed decisions. Which of the following should the team use to transparently communicate the progress status?

A. Information refrigerator

B. Osmotic communication
C. Fishbowl windows
D. Information radiator

Answer: D.

Explanation
One of the goals of stakeholder engagement during an Agile project is to provide transparency to the stakeholders about the progress of the work, quality impediments, and risks and threats to help the primary stakeholder make informed decisions. The team can achieve this goal by using information radiators. Information radiators are usually kept in a high-visibility area and are easily accessible to all team members and stakeholders.
For example, in a Scrum project, using a burndown chart is an example of an information radiator. The idea is that during the sprint or iteration, the project team shows the progress of how the current sprint or iteration is progressing by showcasing progress using an information radiator, such as a burndown chart or a burning object. Similarly, Kanban project teams can use Kanban boards as an information radiator to showcase their progress.
All other options are not useful for showing progress.

Question 103:
The Fintech Startup is trying out various different ideas, not only on the technology front but even for project management. They are experimenting using multiple different techniques for risk identification and risk prioritization. You happen to join one of their risk workshops, and you find that during the risk workshop, the project team is assigning the speed at which the risk is likely to materialize and cause an impact. This is an example of which of the risk prioritization techniques?

A. Risk velocity
B. Risk Categorization
C. Risk Tolerance Threshold
D. Risk scoring

Answer: A.

Explanation
While qualitative and quantitative risk analysis are the most commonly used risk prioritization techniques, there are some other less frequently used techniques that may appear on the PMP exam. Hence, I have included some of these lesser-known risk prioritization techniques.
In the above scenario, the Fintech Startup is utilizing risk velocity.
This technique involves assessing the speed at which risks are likely to materialize and cause an impact. Risks with a high velocity are given higher priority, as they may require immediate action.
The main advantage of using the risk velocity technique is that it helps project teams identify and prioritize risks that could have an immediate and severe impact on the project. This allows project managers to allocate resources and develop risk response plans to address the most critical risks first.

Question 104:
Shobha is a project manager working from the India office for her organization. During one of the project meetings she was explaining the importance of delivering value, via project, to her project team members. But one of the junior team members asked her what the value meant. Which of the following statements can help Shobha answer correctly about the value to the junior team member? Select all that apply.

A. Difference stakeholders perceive the value in different ways
B. Difference stakeholders perceive the value in same way
C. For an organization who is executing a project, value can be measured in terms of financial metrics
D. A user or a customer can define value as the ability to use a specific feature or a function of a product

Answer: A, C, D.

Explanation
The term "value" has its own meaning in the context of project management, and PMBoK 7th edition delves fairly into the details of defining what it means and also talks about the system for delivering value in an organization.

So, this is an important topic - both for the PMP exam and for project management in general.
The term "value" means the worth, importance, or usefulness of something.
As a project manager, one of your primary goals is to deliver value. And this value could mean different things for different entities.
Your project is developing a mobile handset. A user or a customer of this handset can define value in terms of their ability to use Bluetooth features to send or receive files on mobile.
The company that is developing a mobile handset may measure the value in terms of profits or revenue (the financial angle) that this handset is generating from its sales.
So the thing to remember here is that different stakeholders perceive value in different ways.

Question 105:
The desktop application development project required multiple cross functional team members with expertise in design, front end development, backend development, database and testing. Essentially the requirement of this team is cross functional team members with T-shape skill or generalizing specialist. Which of the following statements is false regarding the agile team with generalizing specialists?

A. Agile Team members brings their generalizing specialist capabilities and later often become specialist
B. Agile teams are usually a mix of specialist & generalizing specialist
C. Agile Team members brings their specialist capabilities and later often become generalizing specialist
D. Agile team's generalizing specialist focus on their core specialty but help team with their breadth of experience across multiple skills

Answer: A.

Explanation
Many successful Agile teams consist of generalizing specialists, but it is not necessary for the team to contain all members as generalizing specialists at the time of team formation itself. More often, team members bring their specialist capabilities, and later they often evolve into generalizing specialists.

A typical Agile team usually consists of a good mix of specialists and generalizing specialists. Additionally, Agile team members are specialists who focus on their core specialty when working. Still, because they also possess additional skills, they can take on multiple roles if the team requires it.

Question 106:
Tom has been appointed as the project manager to lead the activities of one of the flagship projects in the organization. The project is of strategic importance to the organization and its success will be a huge milestone in the organization's journey in executing complex projects. Due to the project's significance, Tom wants to ensure that the project is resilient. What exactly does he have to do to make the project resilient?

A. Tom should make sure the project absorbs the impact and recover quickly from a setback or a failure.
B. Tom should make sure the project recovers quickly from a setback or a failure.
C. Tom should make sure the project has the ability to respond to changing conditions.
D. Tom should make sure the project absorbs the impact.

Answer: A.

Explanation
A resilient project is one that demonstrates two key characteristics:

1. It can adapt and respond effectively to changes, uncertainties, and unexpected events while still achieving its goals and objectives.
2. It can withstand disruptions, recover quickly from setbacks, and continue operating effectively under challenging conditions.

A project that possesses the ability to respond to changing conditions is referred to as "adaptable," not resilient.
In summary, a resilient project can endure challenges and disruptions while still accomplishing its goals and objectives. Project managers can infuse resilience into their projects by integrating flexible, robust, and redundant processes and involving stakeholders throughout the project's lifecycle.

Question 107:
The Hard-disk manufacturing company in Vietnam is working on their new hard disk project. For some of the components in the project, the company lacks the technical expertise and hence has decided to get those components developed by the external vendor team. The requirements for those components are well-defined and no changes are expected. The project manager of this project, Jon, has been asked to select the contract type for this project. Which one of the following contract type jobs should you choose?

A. Cost Plus Incentive Fee
B. Time and material contract
C. Fixed price contract
D. None of these

Answer: C.

Explanation
More than most other project management processes, there can be significant legal obligations and penalties tied to the procurement process. While the project manager does not have to be trained in procurement management laws and regulations, the project manager should be familiar enough with the procurement process to make intelligent decisions regarding the contracts and the contractual relationship.
For the PMP exam and in the real world, as a project manager, you should be able to distinguish between different types of contracts, the pros and cons of each, and based on the given scenario, you should be able to provide recommendations for the most suitable contract that the company can select.
In the above example, it is clearly mentioned that the project requirements for the components are not going to change and are well defined for such a kind of work; a fixed-price contract is most suited.
Look for clues in the given scenario when you come across a contract selection question in the exam, and based on that, you should be able to identify what contract type can be most suitable for the given situation.
Stable and well-defined requirements - a fixed-price contract is most suitable.

Question 108:

Currently, you are working as a project manager for a project team whose goal is to invent a new font to be used in multiple text editors. In this project team, there are a few team members who are very enthusiastic and have come up with multiple different ideas. They are trying to influence the acceptance of their ideas. One of the things you are observing is that not only are these ideas already fairly novice, some of them are not aligned with the project's goals and objectives. As a project manager, how should you interpret this situation?

A. As a project manager, you should understand that when multiple participant are attempting to exert project influence in multiple misaligned directions, the team is in "norming" stage

B. As a project manager, you should understand that more conflict and confusion can emerge when too many participants attempt to exert project influence in multiple misaligned directions

C. As a project manager, you should understand that more innovation can emerge when too many participants attempt to exert project influence in multiple misaligned directions

D. As a project manager, you should understand that when multiple participant are attempting to exert project influence in multiple misaligned directions, the team is in "performing" stage

Answer: B.

Explanation
While it is true that project teams can go through multiple stages like forming, storming, norming, performing, and adjourning, this may not be the case for a team going through any of the development stages.
It appears that multiple participants have their own ideas, and those ideas are not aligned with the project's objective. This is an undesirable situation in a project setup.
It is important for a project manager to keep an eye on the fact that if multiple participants attempt to influence the project, especially in multiple and misaligned directions, it will lead to conflicts between the team members, and it may result in confusion about the team's understanding regarding the project goals and objectives.
As a project manager, you have to ensure that the project remains focused on completing the project work as per the project's goals and objectives.

Question 109:
A very large development team made up of 50+ developers is working on the location tracking application. The team has been divided into multiple smaller teams, and the team members are spread globally. This team is using XP practices for the development such as pair programming and TDD. One of the objectives for this team is to perform frequent incorporation of work into the whole and then retest the system to make sure the whole product code base works as intended. Which practice can help achieve this objective?

A. Continuous verification
B. Continuous development
C. Continuous deployment
D. Continuous integration

Answer: D.

Explanation
There was a significant hint in the question scenario that the project is using XP practices for development, and Continuous Integration is the XP practice in which teams frequently incorporate work into the whole and then retest the system to ensure the entire product works as intended.
Continuous Deployment is a strategy in software development where code changes to an application are automatically released into the production environment.
"Continual development" and "verification" are just made-up terms and are incorrect.

Question 110:
Vaibhav is attending a project management knowledge sharing session. During the session, the project management coach explains the importance of effectively communicating project information and updates to the project's stakeholders. As Vaibhav is relatively new to project management practices, he asks what the potential consequences of inadequate communication of project information are. What should be the management coach's reply?

A. Improved project coordination and faster issue resolution

B. Increased scope creep and decreased project quality
C. Delayed decision-making and increased risk of project failure
D. Reduced stakeholder engagement and increased resistance to change

Answer: D.

Explanation
If the project manager does not provide project information and updates effectively to other stakeholders, it can lead to several negative consequences that may impact the success of the project. Below are some of the possible negative consequences:

1. **Delayed decision-making:** If stakeholders are not informed about the project's progress and status, they may not be able to make timely decisions or take appropriate actions, which can cause delays in the project's timeline.
2. **Misunderstandings and conflicts:** If stakeholders have different information or misunderstand the project's objectives, it can lead to conflicts and misunderstandings that may affect the project's success.
3. **Increased risk of failure:** If stakeholders are not informed about project risks or issues, they may not be able to take corrective action or provide support when needed, which can increase the risk of project failure.
4. **Loss of trust and support:** If stakeholders feel that they are not being kept informed about the project's progress or that their input is not being valued, they may lose trust and support for the project.

Scope creep and lower quality are not directly linked to inadequate communication of project information because they refer to different project management aspects (scope and quality) than communication.
While delayed decision-making and an increased risk of project failure are partially correct, they do not encompass all potential consequences, and they may not occur every time. With inadequate communication of project information, there is no way it will lead to improved project coordination and faster issue resolution.

So, the best answer in this case is that inadequate communication of project information leads to reduced stakeholder engagement and increased resistance to change.

Question 111:
The company in which you are working has decided to work on a project with several different development teams. Each team consists of at least 9-12 members working across the globe in different time zones. The project is very complex and needs a systematic approach to the coordination between the development teams. Because of the complex nature of the integration between multiple teams you wanted to set up a team charter to clearly outline clear expectations regarding acceptable behavior by the project team members. Which of the following choices are correct with regards to the team charter? Choose all that are correct.

A. Shield the project team by keeping them away while developing a team charter
B. The team charter should be created after the team goes into "norming" phase as per Tuckman Ladder
C. The team charter should evolve over a time as the project team continues to work together and identify norms and behaviors that are necessary in order to continue to work together successfully
D. The team charter should not be updated once drafted. This ensures team members don't deviate from agreed acceptable behavior.
E. The team charter should be created at the beginning of the project

Answer: C, E.

Explanation
To facilitate the creation of a more collaborative environment, the project manager and the project team should create a team charter and involve the project team in its development. The team charter works best when the team develops it, or at least has the opportunity to contribute to its development. The team charter should clearly establish expectations regarding acceptable behavior by project team members, such as not interrupting others when they are expressing their views and being punctual for meetings.

This type of team agreement should be created at the beginning of the project to avoid any confusion regarding acceptable behavior within the team right from the start.
Furthermore, the team working agreements in the team charter should evolve over time as the project team continues to work together and identifies norms and behaviors that are necessary for their successful collaboration.

Question 112:
When you joined the project as a project manager, you noted that at least four different vendor teams were working on developing the initial project deliverable and the work products. However, you come to know that this is happening on a paid basis. What could be the reason why the organization might be paying the four different vendors to develop the initial project delivery and the work product?

A. To manage the risk
B. Buyer don't want to trust any 1 vendor
C. To evaluate the vendors
D. No valid reason can be determined from the mentioned scenario.

Answer: C.

Explanation
Not every seller is well-suited for an organizational environment. But how will you determine who is suitable or not for your organizational environment? Well, this is what this question's scenario aims to uncover. Some projects will involve several vendors, perhaps only for the initial deliverables and work order. This engagement could be on a paid basis. After evaluating the deliverables from each vendor, the buyer can make a final decision to choose one vendor with whom they want to work for the full project, based on the quality of the deliverables provided by the vendor. This is called a "trial engagement."

Question 113:
The project management team is embarking on a unique project for the first time, the manufacturing of tubeless tires. The team has tailored many of the project management practices prescribed by the project management office within the organization to meet the specific needs of

this project. Which of the following is not an advantage of tailoring the project management approach?

A. Tailoring can lead to a lack of consistency in project management practices and processes across different projects, making it more challenging to compare and benchmark project performance.
B. Tailoring can ensure that the project management methodology includes the necessary control mechanisms, such as monitoring and reporting, to enable effective project control.
C. By tailoring the project management methodology and processes to suit the specific needs of the project, the project team can eliminate unnecessary processes and focus on the most critical tasks, leading to improved project efficiency.
D. Tailoring allows for flexibility in the project management approach, enabling the project team to adapt to changes in project requirements or circumstances.

Answer: A.

Explanation
Tailoring in project management refers to the process of customizing the project management methodology and processes to meet the specific needs of a particular project. It involves evaluating the unique characteristics of the project, such as its size, complexity, risks, and stakeholders, and determining which project management processes and techniques are most appropriate for the project.
Tailoring in project management can help a project in several ways:

1. **Improve project efficiency:** By tailoring the project management methodology and processes to suit the specific needs of the project, the project team can eliminate unnecessary processes and focus on the most critical tasks, leading to improved project efficiency.
2. **Enhance project control:** Tailoring can ensure that the project management methodology includes the necessary control mechanisms, such as monitoring and reporting, to enable effective project control.

3. **Increase project success rate:** Tailoring ensures that the project management methodology is tailored to the specific needs of the project, reducing the risk of project failure and increasing the chances of project success.
4. **Better alignment with stakeholders:** By tailoring the project management approach to suit the specific needs and expectations of the project stakeholders, the project team can better align with stakeholders' needs and improve stakeholder satisfaction.
5. **Increase project flexibility:** Tailoring allows for flexibility in the project management approach, enabling the project team to adapt to changes in project requirements or circumstances.

While tailoring in project management offers many benefits, there are some potential disadvantages to consider, one of which is a lack of consistency. Tailoring can lead to a lack of consistency in project management practices and processes across different projects, making it more challenging to compare and benchmark project performance.

Question 114:
Consider the below scenario:

- **Ganesh is working on fixing the defect reported by the testing team,**
- **Kamal is testing the login screen,**
- **Amit is working on uploading the build to provide access to the DevOps team so that they can complete the deployment, and**
- **Anjali is working on filling the timesheet by categorizing her work as per the directions given by the project management office.**

Who is doing the non value add work?

A. Kamal
B. Amit
C. Anjali
D. Ganesh

Answer: C.

Explanation

Non-value-added work refers to any activity or task that does not add any value to the final product or service delivered to the customer. It is also known as waste or non-essential work. Non-value-added work can occur due to various reasons, such as inefficient processes, unnecessary tasks, or a lack of clarity in roles and responsibilities.
In a project management context, non-value-added work can take various forms, such as redundant meetings, unnecessary documentation, inefficient communication, or excessive administrative tasks. It can lead to delays, cost overruns, and reduced customer satisfaction.
Filling out the timesheet by categorizing work as per the directions given by the project management office is considered non-value-added work as it does not directly contribute to the project's objectives or deliverables.
So, in the above scenario, Anjali is engaged in non-value-added work.

Question 115:
There are more than 100 people working on the project. Due to this large set of stakeholders, as a project manager, you want to make sure that there is a shared understanding about various aspects of the project, such as the project vision, the key project deliverables, and what it means by "project success." By using which of the following can the project manager improve the shared understanding of the project?

A. Stakeholder identification
B. Stakeholder engagement assessment matrix
C. Control chart
D. Stakeholder engagement

Answer: D.

Explanation
Although it is mentioned that this project contains a large set of stakeholders —more than 100—it does not really matter if the stakeholder community is smaller in size for the project's success. All the people working on the project should have a shared understanding.
It is very important that all the stakeholders have a shared understanding of what success means for the project. Stakeholder identification is an important step in knowing the stakeholder community, but just knowing them is not enough to build a shared understanding of what success means.

The project control chart is used to determine if a particular process is under control or not, so this is also not useful. The stakeholder engagement assessment matrix will tell you what the current level of stakeholder community engagement is, but it will not help you as a project manager to develop a shared understanding.
Stakeholder engagement helps the project team detect, collect, and evaluate information, data, and opinions from the project stakeholders. It creates shared understanding and alignment, which enables project outcomes.

Question 116:
Vikram is the project manager, working from the Mumbai office for his corporation.
The project on which Vikram is working involves a large number of stakeholders, most of whom are spread across the globe and work in different time zones. Vikram understands that getting feedback from the diverse stakeholder community is important for the success of the project. Which of the following techniques should be used in order to collect feedback from the global stakeholder community? Choose all which Vikram should use from below.

A. Stakeholder engagement assessment matrix
B. Meetings
C. Stakeholder cube
D. Conversations, both formal and informal
E. Surveys

Answer: B, D, E.

Explanation
Getting feedback from a diverse community of stakeholders is very important for the success of the project. As a project manager, simply executing the project to meet the cost and schedule parameters is not enough in the modern project management world.
Stakeholder satisfaction should be one of the most important key performance indicators of every project. In order to satisfy stakeholders, it is important for the project team to continuously gather feedback from the project's stakeholder community throughout the life cycle of the project.

In Agile projects, when the project team demonstrates the work completed at the end of an iteration, the project's stakeholder community can provide feedback on whether the project work is heading in the right direction or not and if any corrections are needed.
There are numerous ways for the project manager to obtain feedback from the diverse community. Regular conversations, both formal and informal, with the project's stakeholder community are one such example. Project meetings and conducting a stakeholder survey to gather their feedback are also examples of obtaining feedback from the project's stakeholder community.
The stakeholder cube and stakeholder engagement assessment matrix are not useful for collecting feedback from the stakeholder community.

Question 117:
Peter is working as a project manager for a home appliance making company in Chicago, USA. Peter's company beside making home appliances also creates a mobile app to control those home appliances. And Peter's team is working on the mobile app project. The mobile app development project is in execution phase and Peter is working closely with the project team monitoring the overall progress of the mobile app development project. What are the key activities which Peter should be doing while monitoring the overall progress of the mobile app development project?
Select all that apply.

A. Closing the project accounts
B. Finalizing the open claims
C. Peter should compare the actual performance against the project management plan
D. Accessing the performance periodically to determine whether any corrective or preventive actions are indicated and then recommending those actions as necessary
E. Checking the status of individual project risks

Answer: C, D, E.

Explanation
Monitoring is an aspect of project management performed throughout the project. Monitoring includes collecting, measuring, and assessing

measurements and trends to affect process improvement. Continuous monitoring gives the project management team insight into the health of the project and identifies any areas that may require special attention. Controlling the project includes determining if corrective or preventive actions or replanning and follow up on action plans are needed to determine whether the action taken resolves the performance issues.
During the project monitoring phase, the project manager and the team typically perform the following tasks:

1. Compare the actual performance against the project management plan (are the actual deliverables meeting the expected or planned work).
2. Check the status of individual project risks (if any risk becomes an issue or if any risk is no longer relevant, etc.).
3. Assess the performance of the deliverables periodically to determine whether any corrective or preventive actions are indicated and then recommend those actions as necessary.

The other two choices, finalizing the open claims and closing the project accounts, are usually done during the closing phase when the project is nearing its end. All the open claims with vendors are to be settled, and project accounts that are no longer needed are to be closed.

Question 118:
Knowing the organization culture is very important for a project manager as it can have a significant influence on how the projects are executed within the organization.
Gustavo is a project manager working for a company in Costa Rica, and he recently joined a new organization. Gustavo wants to assess his new organization's culture.
Which of the following elements can help Gustavo help learn more about his new organization? Select all that apply.

A. Organization charts
B. Benefits management plan
C. Mission and vision stat
D. Project charter

E. Organization's Rules, policies, procedures

Answer: A, C, E.

Explanation
As mentioned in the question itself, understanding the organizational culture is crucial for a project manager, as it can significantly influence how projects are executed within the organization. This topic is so vital that the PMI PMP Exam content outline has a dedicated task to ensure that aspiring project managers learn about this topic and apply the necessary knowledge and skills in real life while managing projects.
One can learn more about an organization through various methods, such as:

1. Mission and Vision Statements: Most organizations have their mission and/or vision statements clearly outlined and usually available on their websites or internal portals.
2. Organization Charts: To gain insight into the organization's hierarchy, reporting lines, spans of authority, and more, organization charts can be quite helpful.
3. Organization's Rules, Policies, and Procedures: Every organization has its own policies, such as a work-from-home policy, where employees may be allowed to work from home for a limited number of days each week. These policies can have an impact on your project when you are working within such constraints.

It's important to note that the Project Charter and the Project Benefit Management Plan are specific to the project and do not provide insights into the organizational culture, policies, procedures, and regulations within the organization.

Question 119:
There are around 37 threats or negative risks that the team has identified after their risk workshop. They also identified 9 opportunities or positive risks too. The team also completed both qualitative and quantitative risk analysis & is ready to develop risk responses for these 37 threats. This is for the new cloth manufacturing project which will be executed in an onshore-offshore model, with the onshore team is in Italy

and offshore team is in Singapore. Which of the following is/are strategies that the team should use to address the threats? Select all that apply.

A. Transfer
B. Escalate
C. Avoid
D. Share
E. Enhance

Answer: A, B, C.

Explanation
When it comes to risk management for the PMP exam and in real projects, remember that there are two types of risks:

- Negative risks, usually referred to as threats.
- Positive risks, generally referred to as opportunities.

There are different strategies for dealing with threats and opportunities.
For threats, the team can use any of the following strategies:

- Escalate: This strategy is used when the project team feels that the threat is beyond the scope of the project.
- Avoid: Risk avoidance is when the project team takes action to eliminate the threat or protect the project from its impact. This strategy is typically used for high-priority threats with a high probability and a large negative impact on the project's objectives.
- Transfer: In this strategy, ownership of a threat is shifted to a third party to manage the risk and bear the impact if the threat occurs. Buying insurance is a common example of this strategy.

The other strategies, Enhance and Share, are not suitable for dealing with threats and are used for managing opportunities.

Question 120:
The organization has set up the PMO, which guides the project teams in selecting the right approaches for the projects. For example, if the project has unclear requirements or not many project details are available, the PMO may suggest using Agile. This PMO department has recommended using an Agile methodology for the next project based on

"team size" and "criticality." Which methodology should be chosen by the project team?

A. Crystal
B. TDD
C. XP
D. Scrum

Answer: A.

Explanation
There is a mention of the Crystal methodology in the Agile Practice Guide, and there may be some questions regarding Crystal as a methodology in the PMP exam. While you might not have used Crystal methodologies and approaches in your real-world projects, it's advisable to become familiar with them since this topic is referenced in the Agile Practice Guide.
The main idea behind Crystal is that project selection should be based on the size of the team, which includes the total number of people expected to work on the project and the project's level of criticality. In such cases, the project team can employ the Crystal methodology.
Crystal is, in fact, a family of methodologies, and each methodology is designed to scale and offer a range of methodological rigor based on the project's size and criticality.

Question 121:
Kavita is an Agile project manager who recently joined one of the corporate companies working out of the Noida region in India. One of the projects she was given initially is in the banking domain. After joining the team, she observes that the entire team is working only on one user story. What should Kavita interpret from this situation?

A. Team is using crowdsourcing.
B. Team is using mobbing.
C. Team is not following any valid practice and it is incorrect for the whole team to just work on one user story.
D. Team is using pair programming.

Answer: B.

Explanation
There are a few practices that are quite common, especially in a software development project using agile, that came from an extreme programming framework.
A couple of them that are perhaps more popular are test-driven development and pair programming.
However, in this scenario, it is mentioned that the whole team, not just one or two developers, is working on only one user story. This is an example of mobbing.
Mobbing is a software development approach where the entire team works on the same story or task at the same time.

Question 122:
Three full-time software developers and two manual testers make up the agile development team. This team is currently working on developing the mobile website for the healthcare client in the USA. Currently, this team is working on risk assessment, management, and strategies to reduce anti-value activities. Which one of the following is not a risk identification technique?

A. Risk workshop
B. Sailboat
C. Brainstorming
D. Risk based spike

Answer: B.

Explanation
This question mentioned that the team is using Agile, and hence you should be familiar with the risk identification tools and techniques used to identify project risks in agile projects. Sailboat is one such technique, mostly used in agile-based projects to identify the risks.
Spike is not a risk identification technique. Spikes are useful if the team is not familiar with any concept or topic and wants to understand more details about the specific topic.
Spikes are useful for learning and may be used in circumstances such as estimation, defining acceptance criteria, and understanding the flow of user action through the product. The spikes are helpful when the team needs to

learn some critical technical or functional elements of certain topics, but they are not useful for the identification of risk. All other options mentioned in the scenario can be used for risk identification such as sailboat, or risk workshop or brainstorming.

Question 123:
You recently joined a manufacturing start-up that is working on novel and cutting-edge technologies in the area of cutting tools. Most of the projects involve new designs and "never-before-done" kinds of work. The start-up has decided to use one of the most well-known change models, the Virginia Satir Change Model, to facilitate new changes in individuals and in organizational teams. In which stage of the Virginia Satir Change Model may have the lowest performance from the team?

A. Foreign element
B. Late status quo
C. The transforming idea
D. Chaos

Answer: D.

Explanation
The Virginia Satir Change Model consists of five stages:

1. **Late Status Quo:** In this stage, things appear to be going well, but there may be underlying issues or concerns that are not being addressed.
2. **Foreign Element:** A new idea, situation, or event disrupts the status quo and creates discomfort or tension.
3. **Chaos:** This stage is characterized by confusion, uncertainty, and a sense of being overwhelmed. It can be a difficult and emotional stage.
4. **Transforming Idea:** In this stage, a new understanding or perspective emerges that helps to make sense of the chaos and provides a way forward.
5. **New Status Quo:** The final stage involves integrating the new perspective and establishing a new way of being that incorporates the changes.

During the Chaos stage, individuals and teams may experience confusion, uncertainty, and a sense of being overwhelmed. This can lead to decreased productivity and lower team performance, as team members struggle to adapt to the new situation or changes. However, if the team is able to move through the Chaos stage and reach the Transforming Idea and New Status Quo stages, team performance may improve as team members gain a new understanding or perspective and are able to integrate the changes into their work.
It is important to note that the impact of change on team performance can vary depending on a variety of factors, such as the nature of the change, the level of support provided to the team, and the team's ability to adapt to the new situation. Effective change management strategies can help to minimize the negative impact of change on team performance and facilitate a smoother transition to the new way of working.

Question 124:
A project team with whom you are working has completed 20 user stories in the first sprint, each story worth an average of 8 points. In the second sprint, the team completed 25 user stories, each story worth an average of 6 points. One of the stakeholders asked you to share the team velocity. What is the team velocity for the first and second sprint, respectively?

A. 150 points and 160 points
B. 200 points and 175 points
C. 175 points and 200 points
D. 160 points and 150 points

Answer: D.

Explanation
In Agile methodology, team velocity refers to the amount of work a team can accomplish in a given period of time, typically measured in story points or another relevant metric. It is used to help the team and stakeholders plan and estimate future work based on their historical performance.
Team velocity is calculated by summing up the story points of completed tasks or user stories within a sprint or iteration. For example, if a team completes 10 user stories in a two-week sprint, each story worth an average of 5 points, the team's velocity for that sprint would be 50 points.

To calculate the team velocity for each sprint, we need to sum up the story points of completed tasks or user stories within that sprint.
For the first sprint: Team velocity = 20 x 8 = 160 points
For the second sprint: Team velocity = 25 x 6 = 150 points

Question 125:
The project management office has reported that a few of the projects in the last month resulted in failures and one of the common themes across the failures in all these projects was the disengagement between the team members. The project team members are global and work in different time zones and are from different countries. Surprisingly, all these team members had the required skills to complete the project and yet many of the projects failed. What should the project organization do in this case to avoid the failures of future projects?

A. Train the project team members on cultural awareness by arranging intercultural workshop
B. Train the project team members on technical skills
C. Train the project team members on project's vision and mission by arranging motivation workshop
D. Train the project team members on risk handling awareness by arranging risk workshop

Answer: A.

Explanation
In this scenario, the project team members seem to have the required skills to complete the project work, and yet the projects have failed. That means training the project team members on technical skills will not be of much help.
Arranging a risk workshop can be a good idea, but it is not mentioned in the given scenario that the failures of the project are due to a lack of risk handling capabilities.
Also, there is no mention in the scenario of the team's understanding regarding the project mission and vision. So arranging any motivational workshop for training is not going to help.
There is a mention in the scenario that there was a lack of engagement between the team members, and this could be because of a lack of cultural

awareness.
So, training the project members on cultural awareness by arranging an intercultural workshop could be a good option to overcome the failures in the future.

Question 126:
Due to the large size and complex nature of the project whose goal is to develop a gas geyser, the project team completed both qualitative and quantitative risk analysis and now are ready to work on planning to develop risk responses. What should be the goal of the project team when they develop the risk responses?
Select all that apply.

A. Reduce overall project exposure
B. Minimize individual threats
C. Maximize individual opportunities
D. Maximize individual threats
E. Minimize individual opportunities

Answer: A, B, C.

Explanation
In the given scenario, it is mentioned that the team has already finished performing both qualitative and quantitative risk analyses and is about to plan for developing the risk responses for the identified risks. Planning for the risk response is the process of developing options and selecting appropriate strategies to address:

- The overall project risk exposure
- To treat individual project risks

The key benefit of this process is that it identifies appropriate ways to address the overall project risk and individual project risks. This process also allocates resources and inserts activities into a project document and project management plan, and this process is performed throughout the project.
Effective and appropriate risk responses can:

- Minimize individual threats
- Maximize individual opportunities
- Reduce overall project risk exposure

Other choices are incorrect, as for any project, a project manager should aim to minimize threats (which could cause a project to fail) and maximize opportunities (thus increasing the chances of project success).

Question 127:
The new project which uses newly discovered lithium in Vietnam to create batteries for the laptop and mobiles is of very strategic importance to Skill Valley Inc. - a battery making company in Hanoi, the capital city of Vietnam. Because of the strategic importance of this project the project manager has decided to perform both qualitative as well as quantitative risk assessment. Which of the following tools is most suitable to perform the quantitative risk assessment?

A. Histogram
B. Gantt chart
C. Sailboat
D. Monte Carlo analysis

Answer: D.

Explanation
There are a few things you should remember when it comes to quantitative risk analysis. It is an optional step in the risk management process and is not needed for every single project, especially if your project is small or relatively straightforward. It can also be a tedious and sometimes time-consuming process, depending on the size of the project and the types of resources available to perform quantitative risk analysis. Generally, it requires good-quality risk data.
Quantitative risk analysis is typically performed alongside qualitative risk analysis after the risk identification process. But luckily, for the PMP exam, you only need to understand a few details about quantitative risk analysis, such as when to do it, what tools are available for performing quantitative risk analysis, and what additional advantages it may offer compared to qualitative risk analysis.
In the above scenario, the only relevant tool that can be used to perform quantitative risk analysis is Monte Carlo analysis. It is an example of a modeling and simulation activity that typically uses computers to analyze

various scenarios to understand the potential impact of risk on your project's schedule.
The sailboat is a technique commonly used in agile to identify risks and allows project teams to identify what slows them down and what can help them achieve their objectives. However, it is not useful for quantitative risk analysis.
A Gantt chart is a type of bar chart generally used to display a project schedule. It is not useful for quantitative risk analysis.
Histograms are column charts that always involve two variables, with the goal of measuring one variable in the context of the other. They are also not useful for quantitative risk analysis.

Question 128:
The project timeline is extremely strict when it comes to the schedule because the project delivery is tightly coupled with a marketing event planned by the marketing team. Missing the deadline for the project would be a catastrophic failure for the project team. How can the project manager make sure that the team maintains a sense of urgency throughout the development of the project deliverables? Select all the possible steps a PM can take.

A. Regularly hold the team-building activity, with both onshore and offshore team members
B. The project manager should explain why the project is essential by clearly communicating the importance of the project and how it aligns with the organization's goals
C. Regularly monitor the progress of the project and the team's performance and identify any delays or issues that could affect the project's timeline. Address these issues promptly
D. Hold regular team meetings to review progress, identify roadblocks, and make adjustments as necessary.

Answer: B, C, D.

Explanation
There are several strategies the project manager can use to maintain a sense of urgency within the team:

1. Clearly communicate the importance of meeting the project timeline and how it is tied to the success of the marketing event.
2. Break down the project timeline into smaller, manageable tasks and set clear deadlines for each task. This will help the team focus on short-term goals while keeping the bigger picture in mind.
3. Hold regular team meetings to review progress, identify roadblocks, and make adjustments as necessary. This will help the team stay on track and ensure everyone is working towards the same goal.
4. Provide regular feedback and recognition for team members who are meeting or exceeding expectations. This will motivate the team to continue working hard and maintain their sense of urgency.
5. Use visual aids such as Gantt charts, Kanban boards, or other project management tools to keep everyone informed of the project status and progress.

By implementing these strategies, the project manager can create a sense of urgency and keep the team focused on meeting the project timeline and delivering the project successfully.
Holding a team-building activity may not directly increase the sense of urgency in the team regarding the project deadline. While team-building activities can improve team morale, communication, and collaboration, they may not necessarily address the root cause of the lack of urgency.

Question 129:
Tony is a project manager, and he is being asked by his leadership team to come up with options to execute the project with minimal cost. Due to the current economic situation, Tony's organization is trying to save costs, yet they want to complete the project. Tony has checked with local vendor teams who can work onsite with Tony's project team but the hourly rates charged by the local vendor is exceeding the hourly rate approved by the senior leadership of Tony's organization. Which of the following can help resolve resourcing issues in a cost-effective way?

A. Team charter

B. Virtual team

C. Time and Materials contract

D. Fixed price contract

Answer: B.

Explanation

I hope the mention of contract types (Time and Material or Fixed price) in the possible choices did not confuse you because the scenario mentioned has nothing to do with the type of contract the project will use. The key point here is to understand which of the choices can help the project manager get the team at a lower or cheaper price.

One of the reasons why virtual teams can be considered as one of the options to augment your project is their cost-effectiveness. With a virtual team, there is no need to arrange for an expensive office space and all the physical equipment that is needed. This could potentially save costs. Also, there is a good possibility that these virtual teams can be available at a lower hourly rate, especially in a developing country. Again, this could potentially save costs.

A team charter is a document that defines the purpose of the team, how it will work, and what the expected outcomes are. It won't be of much use in saving costs.

Question 130:

For the upcoming cloud migration project, there is a clear mandate from the senior executive leadership team that the project should be using Agile practices for its development. However, many of the team members are not familiar with Agile, which is why the leadership team has decided to enroll the project team in the Agile training.

Currently, you and your team are both undergoing Agile training, and one of the sessions in this training is focusing on developing a user story. The Agile coach explains the characteristics of a good user story. Which one of the following is not a good characteristic of a user story that you can ask your product owner to avoid when he develops the user stories?

A. Independent

B. Negotiable

C. Testable

D. Non negotiable

Answer: D.

Explanation
Writing an effective user story is very important because these stories capture the features that the development team wants to develop. User stories are often written from the perspective of the end-user – how an end-user wants to use the system and why. Therefore, any given user story should describe the type of user, what that user wants to do, and why.
In order to help develop effective user stories, there are a few guidelines that the project team can use. There is an acronym, "INVEST," which can help remember a widely accepted set of criteria or a checklist to assist in the quality of user stories.

- I stand for independence, meaning the user story should be self-contained.
- N stands for negotiable, which means the user story should leave space for discussion.
- V stands for valuable; the user story must deliver value to the stakeholders.
- E stands for estimable; the project team must always be able to estimate the size of a user story.
- S stands for small, which means that the user story should not be so large that it is impossible to plan, task, or prioritize accurately.
- T stands for testable, which means the user story and its related description must provide the necessary information to make test development possible.

User stories shouldn't be non-negotiable. The team should be able to discuss user stories with the product owner, make trade-offs, and then select the user story for the given iteration.

Question 131:
Due to the large number of stakeholders involved in the project, George, who works from the Berlin office of the company as a project manager, is currently working on stakeholder engagement and management plans. The project is expected to span multiple months and is highly complex, involving novice technology work. How should George plan to obtain feedback from the diverse and large set of stakeholders?

A. Ongoing or regular feedback
B. Intermittent feedback
C. Get the feedback at the end of the project milestone
D. Get the feedback at the end of the project phase

Answer: A.

Explanation
Ongoing feedback refers to the process of providing continuous feedback and updates throughout a project's lifecycle. This feedback can come from various stakeholders, including the project team, end-users, sponsors, and other interested parties.
The opposite of ongoing feedback would be a lack of feedback or intermittent feedback. This would mean that feedback is not provided consistently throughout the project's lifecycle, which can result in missed opportunities for improvement and early problem detection. In a project management context, a lack of ongoing feedback can lead to delays, increased costs, lower quality outcomes, and reduced stakeholder satisfaction.
Additionally, receiving feedback at the end of the phase or milestones is an example of intermittent feedback, and the team should not wait for such events to obtain feedback from stakeholders. Instead, the project team should plan to receive feedback on a regular basis throughout the life cycle of the project.

Question 132:
Mukesh works as a project manager for an organization that has a history of working on government projects. The organization has been fairly successful in delivering most of the projects on time and with the expected quality and has earned a good reputation when it comes to the overall quality of their deliverables. Recently, this organization received an order to deliver a mobile application for provident fund services of government employees, and there is a mandate from the authorities that the project management approach to be used for this mobile app project should be agile. However, this organization has been using only predictive-style project management approaches for all of its previous

projects. How can a highly predictive organization like this move towards agility? Select all that apply.

A. Encourage the team members to perform small experiments during the project execution and apply the learnings from these experiments to the project deliveries.
B. Encourage the team members to do extensive upfront planning.
C. Encourage the team members to use empirical measurements during the project's execution.
D. Encourage the team to use a Gantt chart to illustrate work completed over a period of time in relation to the time planned for the work.

Answer: A, C.

Explanation
It may sound like a daunting task to transition an organization that is so used to predictive-style project management into an agile one, but there are a few things that the organization and the project team can try to do to move towards project agility during the project execution.
The servant leader should encourage team members to perform small experiments, learn from the experiments, and apply those lessons to the project deliverables. Additionally, the organization can encourage team members to use empirical measurements. An empirical approach allows the team building the product to build a little and to check that it is progressing toward what the customer or end user needs.
Is it permissible to use a Gantt chart in an agile project? If the answer is yes, will it be useful to an agile team?
Gantt charts are bar charts that illustrate project schedules and help visualize the start and end dates of any process.
The primary purpose of using Agile is to enable developers to react to changing requirements faster. As requirements change, so do the efforts and time needed to address the changes. Therefore, to adequately represent and visualize the total amount of work left, Gantt charts would have to be updated almost continuously. Quite obviously, this would be an unnecessary and unrealistic burden on your development team.
Also, in agile development, changes are expected throughout the project, and hence, detailed upfront planning is not encouraged.

Question 133:
In a software development project, the project team identified a risk that a key team member might leave the project midway due to personal reasons. However, no risk response is developed to address the above risk. As a result, when the team member did leave the project, it caused a delay in the project schedule and additional costs to replace the team member. This is an example of which of the following?

A. Passive risk management
B. Active risk management
C. Laissez-faire
D. Non compliance

Answer: A.

Explanation
It is a very poor example of a passive approach to risk management and should be avoided. It is certainly not an active risk management approach. In an active risk management approach, the project team proactively seeks out risks and develops suitable risk management measures to address those risks.
A passive approach to risk management refers to a type of risk response strategy in which a project team accepts the risk without taking any specific action to address it. This is precisely what the team did. This approach is typically used when the risk is determined to have a low probability and/or impact on the project objectives. Essentially, the team acknowledges that the risk exists but chooses not to allocate any time, resources, or budget to actively mitigate or avoid it.
However, it's important to note that choosing a passive approach to risk management should not be done arbitrarily, and careful consideration should be given to the potential consequences and impact on the project.
"Laissez-faire" is a French term that means "let do" or "let it be." In project management, it refers to a leadership style where the project manager takes a hands-off approach and delegates most decision-making responsibilities to the team members. The project manager provides minimal guidance and support, allowing the team members to take control of their own work.
Non-compliance refers to the failure or refusal to adhere to laws, regulations, policies, procedures, or standards that have been set forth by an organization, government, or other governing body.

Question 134:
As a project manager, Tom is joining a new team with the goal of developing new steel doors for use in residential buildings. The project consists of many stakeholders, and Tom wants to make sure he develops an effective stakeholder engagement plan. Which of the following is the least useful skill for Tom?

A. Authoritarian leadership
B. Technical expertise
C. Conflict resolution
D. Collaboration

Answer: A.

Explanation
Stakeholder engagement is a critical aspect of project management, and effective interpersonal skills are essential for engaging stakeholders in a meaningful way. By cultivating these interpersonal skills, project managers can engage stakeholders in a way that builds trust, fosters collaboration, and supports project success.
Some skills, such as collaboration and conflict resolution, are very important. Collaboration involves working together with stakeholders to identify shared goals and find ways to achieve them. This requires a willingness to share information, brainstorm ideas, and consider different perspectives. Conflict is inevitable in any project, but effective stakeholder engagement requires the ability to manage and resolve conflicts in a constructive way. This involves staying calm, listening to all sides of the issue, and finding mutually acceptable solutions.
While there are many important skills that project managers need for effective stakeholder engagement, some skills may be less important in this context. Technical expertise, while important for understanding the details of a project, may not be as critical for stakeholder engagement. Stakeholders are often more concerned with how a project will impact their interests and priorities rather than the technical details of how it will be executed.
Perhaps the least useful skill is an authoritarian leadership style, which involves a top-down approach to decision-making and limited input from others. This style may not be effective for stakeholder engagement, as it can

be perceived as dismissive of stakeholder concerns and can lead to mistrust and resistance.

Question 135:
The agile team is working on a desktop application to control the mouse and keyboards for one of the reputed Europe-based companies. The product manager and team work on the project on a daily basis. However, because much of the work is still intangible, the team is concerned about a "gulf of evaluation" - a gap that may exist when what one person describes differs greatly from how the listener interprets it. What should this team focus on to avoid this "gulf of evaluation"?

A. Frequent verification and validation
B. Broken comb
C. Fishbowl window
D. Osmotic communication

Answer: A.

Explanation
Some of the options provided in this question you may not know, and that is fine. These are perhaps not the most commonly used terms, although there is a mention of them in the Agile practice guide, so during the PMP exam, they may show up either as correct choices or as incorrect choices, so it is important to be familiar with them. We can use the process of elimination to reach the correct answer in this case.
Broken comb basically refers to a person with various depths of specialization in multiple skills. This concept is also known as "paint drip." A fishbowl window can be created by setting up a long video conference to link the various locations in which the team is dispersed. This will allow the remote teams to work closely during the project's execution. If the team members are co-located, then they can take advantage of osmotic communication. In osmotic communication, information flows into the background hearing of members of the team so that they can pick up relevant information through osmosis.
Osmotic communication is normally accomplished by seating team members in the same room; this is called co-location. In such a setup, when one person

asks a question, other members in the room can either opt-in, thus contributing to the discussion, or continue with their own work.
None of the above can really help the team avoid the "gulf of evaluation," so the team should focus on frequent verification and validation. Frequent verification and validation with business people and the development team in a collaborative way means we are verifying that the team is building the right thing. If there is any gap found during verification and validation, the team tries to find it at an early stage so that the corrections can be made.

Question 136:
The project team is using a linear communication model. Sachin is the project manager for this project team and Ashok is the project sponsor. There is a disagreement within a team as to who has to decode the message & who will encode the message in a linear communication model. As a project manager, Sachin wants to ensure he assigns the correct responsibility in the RACI matrix. Which of the following correctly describes the responsibility for encode/decode messages in a linear communication model?

A. Sender has to encode the message and the receiver has to decode the message.
B. Ashok (the project sponsor) has to encode the message and receiver has to decode the message.
C. Sachin (the project manager) has to encode the message and the receiver has to decode the message.
D. Sachin (the project manager) has to encode the message and Ashok (the project sponsor) has to decode the message.

Answer: A.

Explanation
For the PMP exam, several terms and concepts from the PMBoK Guide should be studied, even if you may not be using those specific terms in a real-world project. One such example is the term or concept of the linear communication model. While in real-life projects, you might have used it several times, when you come across the term "linear communication model," it may sound unfamiliar unless you study its details in the PMBoK Guide.

In simple terms, linear communication is one-way communication in which a sender or speaker transmits a message to a receiver who reads or listens to the message but doesn't respond. Linear communication minimizes miscommunication, which is why many businesses use it to communicate with their customers. On the other hand, keep in mind that the linear communication model is suitable only when feedback is not needed.
In linear communication, the sender (it can be a project manager, sponsor, or anyone who wants to transmit the message) encodes the message, and the receiver (it can be a project manager, sponsor, or anyone who wants to receive the message) decodes the message.

Question 137:
You and your team are working for an external customer; the project work is to develop new features and deploy them to the customer's website. However, for this project, the customer wanted the newly developed features to be immediately available to the end users as soon as the features were approved by the testing and verification team. Which one of the following agile practices can help the project team achieve the aforementioned goal?

A. Continuous integration
B. Continuous learning
C. Continuous delivery
D. Lifting and shifting

Answer: C.

Explanation
Continuous delivery is the practice of delivering feature increments immediately to the customer. Continuous delivery often involves a small batch of work and uses automation technology. On the other hand, continuous integration is a practice in which each team member's work products are frequently integrated and validated with one another.
Continuous learning, as the name suggests, is a practice in which the project team members always look to learn new practices throughout the lifecycle of the project.
"Lift and shift" is a loosely used term in many teams, which essentially means to copy some of the features from an existing application or solution and use

them in another project or another place; it is not relevant in this case.

Question 138:
Confirming communication is understood and receiving feedback is an essential part of effective communication in project management. It ensures that the message has been accurately received and understood by the recipient, and any potential misunderstandings or gaps in knowledge can be addressed in a timely manner. Which of the following practices the team should use to confirm communication is understood and feedback is received? Select all which you think are correct.

A. conducting a retrospective sessions
B. holding feedback sessions
C. conducting surveys
D. arranging the product demos

Answer: B, C.

Explanation
It is important to note that communication is a two-way process, and feedback is critical for ensuring that the message has been received as intended. Therefore, project managers should actively seek feedback from stakeholders and incorporate it into their communication strategies to promote open communication, mutual understanding, and successful project outcomes.
In order to confirm that communication is understood and feedback is received, project managers can use various techniques, such as asking questions, conducting surveys, holding feedback sessions, and providing regular updates. These methods help project managers identify any communication gaps, clarify any confusion or misunderstanding, and improve the overall effectiveness of communication.
Retrospective, in the context of project management, refers to a team meeting held at the end of a project or a significant phase of a project to review and reflect on the project's performance, processes, and outcomes. The purpose of a retrospective is to identify what worked well, what didn't work well, and how to improve the team's performance in future projects. This is not useful to confirm that communication is understood and feedback is received.

Product demos refer to demonstrations or presentations of a product's features, functionality, and benefits to potential customers, stakeholders, or investors. The goal of a product demo is to provide a clear understanding of how the product works, its unique features and benefits, and how it can solve the customer's needs or problems. However, these are not useful for confirming that communication is understood and feedback is received.

Question 139:
Because of the limited resources available within the organization, there has been a lot of scrutiny done by the project management office before selecting the project for execution. The PMO has finally approved the project, whose goal is to develop the payroll system using the latest technologies. The agile team is thinking about uncovering various possible users of the system and how they would interact with the payroll processing system, before they begin the development work. Which agile tool or technique can help in this regard?

A. Team charter
B. Wireframes
C. User story
D. Personas

Answer: D.

Explanation
A persona defines the user of a system - a fictional person who would interact with the system you are building. The idea is that if you want to design an effective product, then it needs to be designed for a specific person.
For the bank, potential personas could be named Brad Cooper and Ross Taylor. The development team may use personas to decide whether to add specific features, interactions, or visual cues to the product. Personas provide a detailed summary of the ideal customer, including demographic traits such as location, age, and job title, as well as psychographic traits such as behaviors, feelings, needs, and challenges.
Hence, using personas is the correct choice. The team charter, wireframes, or user stories won't be useful in uncovering various possible users of the system and how they would interact with the payroll processing system.

Question 140:
The project team has successfully completed the 4th sprint last week. The stakeholders, especially the product owner who saw the demo of completed work items, were very happy about the progress shown by the project team thus far.
Which out of the following is the desirable characteristic of a high-performing team that this team should maintain?

A. Only 1 or 2 team members trying to influence the project in a complimentary way
B. Only 1 or 2 team members trying to influence the project in a misaligned way
C. Multiple team members trying to influence the project in a complimentary way
D. Multiple team members trying to influence the project in a misaligned way

Answer: C.

Explanation
A high-performing team showcases multiple characteristics. These desired characteristics include having a clear goal that is closely tied to the project and organizational priorities. The high-performing team members understand how their work fits into the project's mission and the overall organization. There is no confusion regarding the defined roles and responsibilities among the team members. The communication is open, clear, and respectful.
High-performing team members manage their work and deadlines based on the project priorities and show respect for each other.
The high-performing team celebrates success together and also recognizes the contributions of multiple team members.
One of the key characteristics of a high-performing team is also the process of continuous learning. In a high-performing team, there will be multiple team members who positively influence the project in a complementary way and align with the project objectives and goals.

Question 141:
A new team member joined your project team and she will be working on the Quality-related activities in your project. Since she is new to the

team, she asked you what is the difference between quality audit and testing/inspection. Which of the following statements can you use to help clarify her doubt?

A. Testing or inspection, is typically conducted by the team external to the project to determine if project activities comply with organizational and project policies and processes whereas in quality audit the project team determines how to test or inspect the product or a deliverable

B. In Testing or inspection a team external to the project determines how to test or inspect the product or a deliverable whereas quality audit is a process, typically conducted by the project team to determine if project activities comply with organizational and project policies and processes.

C. Testing or inspection or quality audit all means the same.

D. In Testing or inspection the project team determines how to test or inspect the product or a deliverable whereas quality audit is a process, typically conducted by the team external to the project to determine if project activities comply with organizational and project policies and processes.

Answer: D.

Explanation
There are two main points here:

1. Who conducts the testing, inspection, and audit?
2. What is the purpose of testing, inspection, and audit?

If you know the answers to these two questions, then answering the given question should be relatively straightforward. According to the PMBoK Guide:

- Testing and inspection are carried out by the project team, and their goal is to determine how to test or inspect the product or deliverable.
- Quality audit is typically conducted by a team external to the project, and its objective is to assess whether project activities comply with organizational and project policies and processes.

It is possible that your organization may have different practices, but for the PMP exam, it is advisable to understand these concepts as outlined in the PMBoK guide.

Question 142:
The last project executed by Shaun's team was a failure and one of the causes of failure was the poor communication management. This has resulted in Shaun's organization losing on the project and also gained a bad reputation for him and his team. Hence for the upcoming project, Shaun wanted to make sure he develops an appropriate communication management. Which of the following should Shaun & the project team avoid for a successful implementation of communication in the project?

A. Avoid non-verbal communication
B. Avoid verbal communication
C. Avoid using the interactive communication model
D. Avoid noise that includes any interference or barriers that might compromise the understanding of the message

Answer: D.

Explanation
The PMP exam could test several details of communication aspects, which, as a project manager, you should know and strive to avoid in your project. One such concept is called "Noise," which includes any interference or barriers that might compromise the understanding of the message. Examples of noise can include:

- Distraction of the receiver while receiving the message.
- Variation in the receiver's perception.
- Lack of appropriate knowledge or lack of interest, etc.

Both verbal and non-verbal communications are important and essential in a project setup, so they should not be avoided. The interactive communication model is the model that recognizes the need to ensure that messages have been understood, so it is recommended. Therefore, the project team should aim to avoid noise, which includes any interference or barriers that might compromise the understanding of the message.

Question 143:

A manufacturing company is experiencing a high rate of defects in their production line, which is resulting in increased customer complaints and returns, as well as reduced profitability. To address this issue, the company is considering a project to implement a new quality control system. The project sponsor has asked you to develop the project justification. What should you include in the project justification? Select all that you should include.

A. stakeholder list
B. change management plan
C. cost-benefit analysis
D. assumptions
E. resource allocation

Answer: C, D.

Explanation
Project justification refers to the process of determining whether a project is necessary and worthwhile. It involves identifying a business problem or opportunity and assessing whether a project is the best way to address it. Project justification typically includes a cost-benefit analysis, which weighs the expected benefits of the project against its expected costs, including time, resources, and budget.
The goal of project justification is to ensure that the project is aligned with the organization's strategic objectives, that it has a clear purpose and objectives, and that it will generate value for the organization. Project justification is a key component of the business case for a project and is typically required before a project can be approved and funded.
The project justification might include the following elements:

- Problem statement: The current defect rate in the production line is impacting customer satisfaction and reducing profitability.
- Objectives: The objective of the project is to implement a new quality control system that will reduce the defect rate, improve product quality, and increase customer satisfaction.
- Scope: The scope of the project includes assessing the current quality control system, identifying gaps and opportunities for improvement, selecting and implementing a new quality control system, and training employees on the new system.

- Benefits: The expected benefits of the project include:
    - Reduced defect rate: The new quality control system is expected to reduce the defect rate by 50%, which will result in fewer customer complaints and returns, and increased profitability.
    - Improved product quality: The new quality control system will improve the consistency and quality of the products, which will enhance the company's reputation and customer loyalty.
    - Increased efficiency: The new quality control system will streamline the production process, which will reduce waste, improve efficiency, and reduce costs.
- Cost-benefit analysis: The cost of the project is estimated at $500,000, including the cost of the new quality control system, training, and implementation. The expected benefits of the project are estimated at $1 million over the next two years, including reduced defect rates, improved product quality, and increased efficiency.

Based on this project justification, the company may decide to move forward with the project, as it is aligned with the organization's strategic objectives, has clear objectives and scope, and is expected to generate value for the organization. In general, the following items are not included in project justification:

- **Detailed project plans:** Project justification is focused on assessing the need for the project, defining its objectives, and estimating its costs and benefits. It does not typically include detailed project plans, schedules, or budgets, which are developed during the planning phase of the project.
- **Resource allocation:** Project justification does not involve determining the specific resources, such as personnel, equipment, or materials, that will be required to complete the project. Resource allocation is typically done during the planning phase of the project.
- **Risk management plan:** While project justification should include a high-level assessment of the risks associated with the project, it does not typically include a detailed risk management plan. The risk management plan is typically developed during the planning phase of the project.
- **Change management plan:** Similarly, project justification does not typically include a detailed change management plan, which is

developed during the planning phase of the project to manage changes to the project scope, schedule, or budget.

Question 144:
Your team has undertaken home electrical wiring installation work. The requirement is to complete the wiring across 2 floors in a residential apartment. The team is clear on who will do what and is willing to work collaboratively whenever possible. How dedicated should the team members be to the project for successful project delivery?

A. 100%
B. At least 95%
C. At least 90%
D. More than 100%

Answer: A.

Explanation
When team members are dedicated, they can focus on delivering value to the project and collaborate more effectively with their teammates. They are also more likely to take ownership of their work and feel a sense of responsibility toward the project's success. This can help build a strong team dynamic, increase productivity, and reduce the risk of delays or failures.
In contrast, if team members are not dedicated, they may struggle to manage their time effectively, leading to delays or incomplete work. They may also struggle to communicate with their teammates, leading to misunderstandings or misaligned expectations. In some cases, team members may prioritize other projects over the Agile project, causing delays and impacting the quality of the deliverables.
In Agile methodology, having team members who are 100% dedicated to the project is highly encouraged. This means that the team members should be working full-time on the project and not splitting their time between multiple projects or responsibilities. The concept of dedicated team members is an essential principle of Agile and is one of the key factors that contribute to the success of Agile projects.

Question 145:
You are working as a PMI-PMP certified project manager in a nuclear reactor development project for a government agency. Due to the highly

sensitive nature of the project, most of the information and knowledge is strictly confidential. Your son is studying nuclear science and is aware that you are working on a nuclear reactor development project. He asks you for some details of the project for his study purposes. What should you do?

A. Share the information as it is only required for study purpose because it will benefit the large section of a nuclear science community to develop the knowledge base about the nuclear reactor
B. Don't share the information
C. Share the information with your kid & ask him to share it with anyone else because it will benefit the large section of a nuclear science community to develop the knowledge base about the nuclear reactor
D. Share the information with your kid but ask him not to share it with anyone else

Answer: B.

Explanation
The PMI Code of Ethics and Professional Conduct is an essential tool for project management professionals to ensure that they act with the highest levels of integrity and professionalism in their work. It helps build trust and confidence with clients and stakeholders and promotes the ethical and responsible practice of project management.
According to the PMI Code of Ethics and Professional Conduct, it is the duty of PMI PMP-certified professionals to ensure that they protect proprietary and confidential information entrusted to them. In the scenario mentioned above, you should refrain from sharing any information from the project, even if it is only needed for study.

Question 146:
You are working as an Agile project manager for the product development team, whose goal is to develop auditing software. The team is using extreme programming, or XP, practices for the software development, and they are also using scrum, but it seems like the team is confused between the definitions of done and definition of ready. Which of the following statements about the definitions of done and definition of ready is correct?

A. There is no such thing as definition of ready in scrum/agile
B. Both mean the same in scrum/agile
C. Definition of ready is checklist for user centric requirement that has all the information which team needs to be able to begin work on it and definition of done is checklist of all the criteria required to be met so that the deliverable can be considered ready for customer use.
D. Definition of done is checklist for user centric requirement that has all the information which team needs to be able to begin work on it and definition of ready is checklist of all the criteria required to be met so that the deliverable can be consider ready for customer use

Answer: C.

Explanation
Take an example of sprint planning. The project team is going through every story that they want to take up for the upcoming sprint. But will the team select the story that does not have some details, such as missing acceptance criteria? The answer is no. The story needs to contain all the details that the project team needs in order to complete it. This is the definition of "ready." In simple terms, it is a checklist for a user story that has all the information the development team needs to begin working on it. So, the Definition of Ready (DoR) applies to the user stories.
So the Definition of Ready (DoR) applies to the user stories. It makes transparent your team’s shared understanding of what’s needed for a user story to be brought into a sprint.
After the user story development work is complete, the project team demos the work to the product owner and other project stakeholders.
If any of the functionality is missing from the developed user story, then obviously, the product owner will not accept the user story.
But how does the product owner know whether the story has all the expected functionalities? Well, that is what the Definition of Done is.
The Definition of Done (DoD) applies to the working software. It makes transparent your team’s shared understanding of the quality standards a piece of work needs to reach to be releasable.

Question 147:

Victor is working on a team, as an agile project manager, that has shifted to an agile way of working recently. However, this team still uses EVM (earned value measurement) metrics to track the schedule and cost, but they translated those into agile terms. This team planned to complete 30 story points in the iteration and actually completed 35 story points. What is the schedule performance index (SPI) for the iteration?

A. SPI is 1.2
B. SPI is non-agile metrics and cannot be used for tracking the progress of iterations in agile.
C. SPI is 1.16
D. SPI is 1.3

Answer: A.

Explanation
Although earned value measurement metrics such as earned value, schedule performance index, and cost performance index are popular in traditional project management, these terms can definitely be used in the agile environment as well.
In the given scenario, it is mentioned that the project team planned to complete 30 story points but completed 35 at the end of the iteration. This means the team has actually completed more work than planned, and the schedule performance index can be calculated as the ratio of actual user stories completed against the planned user stories.
In the above scenario, the SPI = actual user stories / planned user stories, which is 35/30 = 1.16.

Question 148:
There is a clear direction from the top leadership to shift from waterfall to agile-based approaches for all future project work. For one such project that is in the pipeline, there is going to be a steady input of work items that the team needs to deliver to fulfill the stakeholder's expectations. There is no fixed or predefined cadence as such, and the team is free to "pull" the work as per their capacity. Which agile approach would you recommend for the above requirement?

A. DSDM
B. FDD

C. Crystal
D. Kanban

Answer: D.

Explanation
The main requirement or need mentioned in the scenario for this project is that there is going to be a steady input of work items that the team needs to deliver. Kanban can be used in any knowledge work setting and is particularly applicable in situations where work arrives in an unpredictable fashion and when the project team wants to deploy work as soon as it is ready, rather than waiting for other work items. So, the project can use Kanban as the team is expected to have a steady flow of work.
Since the need is to deliver the work without cadence and the team can "pull" the work, the most suitable approach is Kanban.
Kanban teams employ a "pull system" to move work through the development process rather than planning their timeboxed iterations like in Scrum.

Question 149:
The agile team is using FDD, or feature-driven development, to deliver the product features in an incremental way. The team is also using iteration-based development. After every iteration, the development team arranges a demo for the project stakeholders in order to show them the progress made so far, get their feedback, and make the necessary modifications, if needed, to the product. You observed that in the last iteration, the team developed an additional feature that was not requested by the customer. This is an example of which of the following?
A. Proactive work
B. Customer value prioritization
C. Value-added work
D. Waste

Answer: D.

Explanation
First of all, the fact that the agile team is using FDD, or Feature-Driven Development, to deliver the product features in an incremental way has not

much influence on the way you would answer this question. The team is also using iteration-based development.

The PMI PMP exam may add such extraneous details, and you should be careful and attentive to pay attention only to the relevant details. In these practice tests, I have purposely included such extraneous details so that you should get sufficient practice to filter out the relevant details. Adding "extra" features not even asked by the client is an example of waste. As the name suggests, waste is any activity that consumes resources but brings absolutely no value to the end customer or user.

An example from a manufacturing project for such waste could be as follows: using higher precision equipment than necessary or needed by the project, using components with capacities beyond what is required, running more analysis than needed, or over-engineering a solution.

During the demo, if an agile team presents such an extra feature to the PO or customer, there is a good possibility that the PO or customer may not like or agree with it and may even question the development team who asked them to add this extra feature. This is clearly not a desirable behavior, and the agile team should avoid or refrain from such unnecessary activities. The process of including or adding an extra feature (not requested by the PO or customer) is also known as gold-plating. As an agile project manager, no matter which agile framework you use, this practice needs to be avoided or discouraged in agile teams.

It does not matter whether the project is using a waterfall-style project management or an agile project management approach; doing any extra work that is not requested or asked for by the end user or the customer is not a good practice. Gold plating is bad in any kind of project management approach, and as a project manager, you should always look for an opportunity to avoid gold plating or extra work because this leads to waste.

Question 150:

Brian is the project manager for an upcoming project related to Selenium automation for a website. The given budget is 20K US dollars. Brian is given the flexibility to form a team from resources available within the organization as well as to get people from the vendor team if required in order to complete the project work. However, the approved project cannot be extended beyond the 20K US dollar budget. This is an example of which of the following?

A. Risk
B. Assumption
C. Project Constraint
D. Dependency

Answer: C.

Explanation
Project risks refer to events that may or may not happen in the future and could have either a positive or negative impact on the project objectives. Having a budget of $20,000 US dollars is not something that will happen in the future, but it is already a known thing, so it is not a risk, nor is it an assumption.
There is no dependency associated with the fact that $20,000 is the project budget. Therefore, the correct choice is that having a limited budget of $20,000 US dollars is a project constraint.
A project constraint refers to any factor or limitation that restricts or influences the ability of a project to be completed within its defined scope, timeline, or budget. In other words, project constraints are any factors that may limit the ability of the project team to deliver the project objectives as originally planned. The three most common types of project constraints are:

1. **Time:** The time constraint refers to the deadline or timeline within which the project must be completed. Time constraints are usually defined by the project sponsor or client, and the project team must work within this timeline to deliver the project.
2. **Cost:** The cost constraint refers to the budget or financial resources available to the project team. The project team must work within this budget to complete the project, and any cost overruns must be approved by the project sponsor or client.
3. **Scope:** The scope constraint refers to the defined goals, deliverables, and requirements of the project. The project team must work within the defined scope to deliver the project objectives, and any changes to the scope must be approved by the project sponsor or client.

Other types of project constraints may include resource availability, regulatory requirements, technical limitations, or stakeholder expectations. Project managers must carefully manage project constraints to ensure that the project is completed within its defined scope, timeline, and budget. Effective management of project constraints involves identifying potential constraints early in the project planning phase, developing contingency plans to address potential constraints, and regularly monitoring and reporting on progress against the defined constraints.

Question 151:
Due to the very demanding nature of the quality requirements for the electric furnace product, the project manager and the project team decided to apply a set of technical guidelines during the design of an electric furnace for the optimization of reliability of the product. The project team believes that using the above approach will result in quality improvement, better performance and customer satisfaction. Which of the following is used by the project team in the above scenario for quality improvement?

A. Flowchart
B. Quality audit
C. Root cause analysis
D. Design for X

Answer: D.

Explanation
In the "Manage Quality" section, there are multiple tools and techniques described in the PMBOK Guide. You can expect a few questions from this area in the PMP exam.
Design for X is a set of technical guidelines that may be applied during the design of a product to optimize specific aspects, such as reliability. Using Design for X may result in cost reduction, quality improvement, better performance, and overall customer satisfaction.
In the above scenario, the project team is applying technical guidelines during the design of an electric furnace to optimize the product's reliability. Hence, it is an example of Design for X.

A quality audit is a structured, independent process generally used to determine if the project activities comply with organizational and project policies, processes, and procedures. A quality audit is usually conducted by a team external to the project, such as the organization's internal audit department or a PMO, or by an auditor external to the organization.
Quality audit objectives may include identifying all good and best practices being implemented and identifying any gaps and shortcomings in the processes.
In the above scenario, there is no mention of a quality audit, and hence, a quality audit is not applicable.
Root cause analysis is used to identify the root cause of a defect or an issue, and flowcharts are used to depict the series of steps/flow in a process. Obviously, neither of these tools is in use in the above scenario.

Question 152:
At the beginning of the project, the project management office could not find all the resources with adequate skills to deliver the network adapter product development project. Hence, the development is geographically distributed across the world. However, the leadership team has observed that there is a communication gap between the team members due to the geographic separation. Which of the following tools or techniques in Agile can help the team to bridge this communication gap in a cost-effective way?

A. Broken comb
B. Colocation
C. Caves and commons
D. Fishbowl window

Answer: D.

Explanation
While colocation is an ideal way of working for Agile teams, as mentioned in the above scenario, the project management office could not find suitable local resources and, therefore, had to form a team that was spread across different geographies. As a result, both colocation and Caves and Commons are not the right choices. The Broken Comb approach refers to a person with various different specializations, which cannot help in the above scenario.

Therefore, the Fishbowl Window technique is the correct choice. The Fishbowl Window technique involves creating a long-lived video conferencing link to enable remote teams to work together on design and development efforts and exchange information in real-time.

Question 153:
A small project team consisting of 3 developers is formed, and the major goal for this project team is to reduce the number of defect counts. Because the expected work for this project team will be continuous and they don't have any new features to present to the product owner or to the other stakeholders, the team has decided to use Kanban for this project. The team is working on defect-fixing work mostly, and they are using Kanban boards to track the defect-fixing work. The aim of this team is to maintain a steady flow of defect fixes. Which of the following parameters would they consider when deciding which defect to fix next?

A. Work in progress or WIP limit
B. Cycle time
C. Ideal time
D. Lead time

Answer: A.

Explanation
Lead time and cycle time are widely used terms in the world of Kanban. Lead time is the amount of time that passes from the point at which a new work item is requested to the point at which it is completed. Cycle time is the amount of time a team or individual spends actually working on a work item until it is ready for delivery.
Neither of these metrics is useful in this scenario, and ideal time is not a valid metric.
The Kanban board usually consists of columns, with each column containing a Work in Progress (WIP) limit. This WIP limit ensures the team finishes the work that is in progress first before pulling an additional work item. In the above scenario, the team can keep the WIP limit at 3, meaning that only 3 defects will be worked on by the team members. Without such a WIP limit indicator, teams may be tempted to undertake too many different pieces of work all at once and may not be able to focus on fixing the defects at hand.

Question 154:
You have recently joined the development team that is using Kanban, or flow-based delivery, for the delivery of medical equipment manufacturing work. The team is well versed in Kanban delivery and is using the standard Kanban boards to "pull" the work. The team decided to use Kanban as they want to transition from traditional project management to agile delivery. However, they are unsure about when to demo their deliverables. What would you suggest?

A. Demo when enough features have accumulated into a set that is coherent.
B. Demo at the end of the iteration
C. Since Kanban is flow-based delivery, no demos are done.
D. Demo at the end of the sprint

Answer: A.

Explanation
A demo at the end of an iteration or sprint is relevant when the team is working on an iteration-based delivery approach, such as Scrum. Since the team is not using an iteration-based delivery method, there are no iterations or sprints at the end of which the team can showcase their work to project stakeholders.
So, how can a team demonstrate or showcase their work in a flow-based delivery model, such as Kanban? Remember, the project demo is equally important, whether it's Scrum or any other development methodology, because the ultimate purpose of the demo is to obtain feedback from project stakeholders, demonstrate the true progress of the project work, and make adjustments if necessary based on the feedback from project stakeholders. Hence, the project team can conduct the demo as and when it's necessary—typically when enough features have accumulated into a coherent set.

Question 155:
Team has already completed the stakeholder identification process and is ready to go to the next step in planning the stakeholder engagement for this project. The project team is classifying the project stakeholders according to their influence on the work of the project or on the project team. Ahmed is a senior business executive, who has been identified by

the project team as a stakeholder who has in the past asked for many changes to the project. How should the project team classify Ahmed, assuming that the team is classifying the project stakeholders according to their influence on the work of the project or on the project team?

A. Outward
B. Sideward
C. Downward
D. Upward

Answer: D.

Explanation
It is quite common for large projects to have hundreds or sometimes even thousands of stakeholders. While the size of the stakeholder group could be very large, the project team working on the project will have limited bandwidth and resources at their disposal. Hence, the amount of effort spent on stakeholder management and engagement activities must be prioritized. There exist multiple models that can help the project team prioritize these stakeholders. Some of the common models are listed below:

- Grid-based models like power/interest, power/influence, or impact/influence models.
- The Stakeholder cube, which considers three dimensions: power, interest, and attitude.
- The Salience model, which also considers three dimensions: power, urgency, and legitimacy.

Another model that exists classifies project stakeholders according to their influence on the work of the project or on the project team and considers the direction of influence. It can have the following four classification options based on the direction of influence on the work of the project:

- Upward: Examples include senior management, sponsors, and the steering committee.
- Downward: Examples include project team members.
- Outward: Examples include vendors or government agencies.
- Sideward: Examples include peers such as other project managers or functional managers.

In the above scenario, Ahmed is mentioned as a senior business executive who has been identified by the project team as a stakeholder who has requested many changes to the project in the past. Clearly, he belongs to the "Upward" category in terms of his influence on the project.

Question 156:
Skill Valley Inc. develops semiconductor chips for PCs and mobile devices. As a policy, the organization has made it clear to all project teams that they are willing to take risks up to $1 million, but not more. So, if a project has the potential to incur a loss of $2 million, the organization may decide to abandon the project altogether. This is an example of which of the following?

A. Project budget
B. Residual risk
C. Risk appetite
D. Contingency reserve

Answer: C.

Explanation
Risk appetite refers to the level of risk that an organization is willing to accept in pursuit of its objectives. It represents the amount and type of risk that an organization is prepared to take on in order to achieve its strategic goals and objectives.
Risk appetite can vary depending on the organization's size, industry, business model, and risk management culture. It is usually determined by the board of directors or senior management and is communicated throughout the organization to guide decision-making.
In the given scenario, the organization has made it clear via its policy that its risk appetite is a maximum loss of $1 million in a single risk event. This means that the organization is willing to take risks up to that amount, but not more. Any potential risk that exceeds this threshold would be considered too risky for the organization to pursue. For example, if a project has the potential to incur a loss of $2 million, the organization may decide to either adjust the project plan to reduce the risk or abandon the project altogether to stay within its risk appetite.

Question 157:

After the communication planning and rest of the other project planning was completed a few weeks ago, Adam and his project team have started the project work this week. The communication planning was done keeping in mind communication needs of the global stakeholders, their culture and background. The communication will include both push and pull style of communication. Which of the following are correct examples of push and pull communication?
Select all that apply.

A. Intranet sites - Pull communication
B. Emails - Push communication
C. Status report - Pull communication
D. Lessons learned reports - Pull communication
E. Voice mails - Push communication

Answer: A, B, D, E.

Explanation
You need to understand the core difference between push and pull communication, both for the PMP exam and for real-life project communication planning. Once you see the examples of each of push and pull communication, the distinction should be straightforward.
Push communication, as the name suggests, is sent or distributed directly to specific recipients who need to receive the information. Push communication only ensures that the information is distributed or sent but does not ensure that it is actually reached or understood by the intended audience. Examples include reports, emails, voicemails, or blogs.
Pull communication, on the other hand, is more suitable for sharing large, complex information or when the information is to be shared with a large audience. The recipients of the information in pull communication can access the content at their discretion, subject to security procedures. Examples include web portals or intranet sites, lessons learned databases, or any knowledge repositories.
As per the PMBoK guide, the status report is a form of push communication, and hence that is the only incorrect choice in the above scenario.

Question 158:

Grant is a project manager who works from the Durban office in South Africa. The organization for which Grant works operates in a highly regulated industry, which often sees multiple regulatory changes. As a project manager, why is it important for Grant to survey changes to the external business environment?

A. By surveying changes to the external business environment, project managers can identify potential risks and opportunities and adjust the project's strategy accordingly.

B. By surveying changes to the external business environment, project managers can identify more stakeholders

C. By surveying changes to the external business environment, project managers can avoid the scope creep

D. By surveying changes to the external business environment, project managers can apply schedule compression techniques such as crashing or fast-tracking to speed up the project.

Answer: A.

Explanation
As a project manager, it is important to monitor changes in the external business environment because external factors can have a significant impact on the project's success. For example, changes in regulations, technology, geopolitical shifts, or market trends could affect project timelines, budgets, or scope.
By monitoring changes in the external business environment, project managers can identify potential risks and opportunities and adjust the project's strategy accordingly. Project managers are less likely to identify new stakeholders by studying changes in the business environment.
Also, monitoring changes in the external business environment does not automatically provide opportunities for schedule compression and does not allow the use of techniques such as crashing or fast-tracking.
If the project manager conducts a survey of changes in the external business environment, it may happen that the project team identifies some additional changes that they may need to address, but simply monitoring changes in the external business environment does not automatically result in scope creep.

Question 159:

Chan-woo works as a project manager for an electronics company in Seoul, South Korea. The work which Chan-woo's team is doing is a subsystem that is required to be integrated effectively into the project to make the project a success. Which of the below "system thinking" aspects should Chan-woo's team keep in mind to achieve project success?

A. Project team should think of finishing their own work on project and do a proper project closure and hand-off the project deliveries to the "operations" team, so that intended outcomes are realized

B. Project team should think beyond the end of the project to the operational state of the project deliverable so that intended outcomes are realized

C. Project team is expected to complete their project deliverables on time, at minimum cost and as per the scope. Integration of subsystems and its benefit realization is not the ownership of the project manager or a project team.

D. Project team should not think about what happens at the end of the project & the operational state of the project deliverable. Instead, the project team should limit their focus on completing the project deliverables on time, at minimum cost and as per the scope.

Answer: B.

Explanation

As a project team and project manager, there will be project objectives for almost every project to ensure that project deliverables are completed on time, at a minimum cost, and according to the scope. Systems thinking encourages project teams to "think beyond the end of the project to the operational state of the project deliverable so that the intended outcomes are realized."

Systems thinking broadens the range of choices available for solving a problem by expanding the thinking of a project team. It helps the team articulate problems in new and different ways.

In many project settings, there will be a dedicated operations team to whom the project deliverables will be handed over after the project work is completed. This operations team can address any operational work that may arise after the project is completed. However, it is prudent to consider the

timing elements of systems, such as what the project delivers or enables over time.
For example, if project deliverables are released incrementally, each increment expands the cumulative outcomes or capabilities of previous versions. Therefore, the project team should think beyond the end of the project to the operational state of the project deliverable so that the intended outcomes are realized.

Question 160:
There are multiple teams working on the same product development work. But it seems like there is a conflict that is flaring up between the backend and frontend teams. During the team meeting, one can hear statements like "the backend team never properly tests their delivery" or "the backend team is always late in delivering the APIs which we need to complete the front end changes." Which conflict level is this team at?

A. Conflict level 1
B. Conflict level 4
C. Conflict level 2
D. Conflict level 3

Answer: D.

Explanation
The presence of conflict in a project environment is almost inevitable, and not all conflicts are necessarily bad. As a project manager, you want to ensure that the conflict does not destroy the project objectives. Hence, as a project manager, you should be aware of the different sources of conflict as well as the level of the conflict.
Unfortunately, the PMBOK Guides as well as the Agile Practice Guide don't cover the details of sources of conflict as well as the level of the conflict. Hence, you should study these two topics, whose details are available on the internet.
Whenever a team begins using overgeneralization statements like "never" or "always," it is a good indication that the team is in level-3 conflict, and once you know the conflict level, you can then apply appropriate practices to help resolve the conflict.

For example, in this scenario, the conflict has become accusatory. We need to accommodate people's different points of view in order to help solve the problem.

Question 161:
One of the most important factors that can determine the success or failure of a project is how well the project team can engage with the project's stakeholder community. Which one of the following is not the best practice for stakeholder engagement that your team should avoid?

A. Invite the stakeholder for periodic project events and meetings
B. Share the project progress to stakeholders using appropriate communication methods.
C. Identify all the stakeholders at the beginning of the project & keep the stakeholder identification throughout the project
D. Identify all the stakeholders at the beginning of the project. Make sure there are no more updates to the stakeholder register post the stakeholder identification is complete.

Answer: D.

Explanation
Have you ever worked on a project in which there were no changes in personnel throughout the entire project's duration? Most likely, no. Unless the project is exceptionally short and concludes within 1-2 weeks, there is a good chance that the project will undergo numerous changes throughout its lifecycle. The individuals who initially worked on it may not continue throughout the entire project's lifecycle, and new participants may join as the project progresses.
Hence, it is imperative for the project team to identify all stakeholders at the project's outset and maintain the stakeholder identification process throughout the project. Stakeholder identification throughout the project is crucial because many stakeholders may come and go.
In response to changes in the project's stakeholder community, the project team must adjust their stakeholder engagement plans. Identifying stakeholders only at the project's inception is not considered a best practice; instead, stakeholder identification throughout the project is essential.

All other options are valid for ensuring effective stakeholder engagement on the project.

Question 162:
The PM and project team is using the Stakeholder engagement assessment matrix. Valerie is in that Stakeholder engagement assessment matrix and her current engagement level can be best described as resistant. The project manager also noticed during the project execution so far that Valerie has a lot of authority, power and also commands high influence on the project team and vendor teams. What should be the desired engagement level for Valerie in this project for it to be successful?

A. Resistant
B. Neutral
C. Unaware
D. Leading

Answer: D.

Explanation
The Stakeholder Engagement Assessment Matrix is a model that a project manager can use to evaluate the current level of stakeholder engagement with a project. It appears that one of the most powerful and influential stakeholders, Valerie, is displaying resistance to the project. This is, of course, not a favorable situation. Equally undesirable is having stakeholders who are unaware, making it an incorrect choice.
Merely maintaining a neutral stance won't suffice for project success, especially when dealing with a stakeholder as influential as Valerie. On the other hand, resistant stakeholders are aware of the project but resist any changes, which is not conducive to project success.
Therefore, the project manager should plan the stakeholder engagement to transition this resistant stakeholder into a leading stakeholder. Leading stakeholders are not only aware of the project but actively work to ensure its success. These stakeholders can be referred to as "change champions" and are instrumental for project success.

Question 163:

During the last sprint, you noticed that the product owner suggested many changes after the sprint had begun. While it was not ideal, somehow the team was able to complete the newly added changes. Which agile tool can be useful to show scope change?

A. scope creep chart
B. burndown chart
C. burnup chart
D. burnout chart

Answer: C.

Explanation
To track the team's progress, Agile tends to focus on low-tech, high-touch tools. Burn charts, which come in two flavors (burndown and burnup), can be used to show the team's progress. Typically, burnup charts track the work that has been completed and are, hence, the right choice in the above scenario. The big advantage of using a burnup chart is that it can show changes in scope, making the impact of those changes visible.
When scope changes occur in a project, the total amount of work (scope or backlog) will increase or decrease. To reflect these changes in the burnup chart, the total amount of work line should be updated accordingly. For example, if the scope of the project increases, the total amount of work will move up to reflect the new scope. Similarly, if the scope of the project decreases, the total amount of work line will move down to reflect the reduced scope.
By updating the total amount of work lines in the burnup chart to reflect scope changes, teams can accurately track progress towards completing the revised scope. This enables stakeholders to have a clear understanding of how the project is progressing and how changes to the scope are affecting the overall progress.

Question 164:
Florian works as a PM from the Berlin office for his company. The project on which Florian and his team are working on is for an external organization, located in Munich, Germany. Recently, Florian came to know that his company was acquired by another organization and this acquisition is approved by all the legal processes and changes in the

organization due to this acquisition will start to happen soon. What should Florian do next in this scenario?

A. Inform the external organization, located in Munich, Germany, that his company is now acquired by another organization and this acquisition is approved by all the legal processes, and start the work on a new contract with the external organization without impacting the project schedule and other project objectives.
B. Evaluate the impact of organizational change(the acquisition by another organization) to project and determine required actions
C. Inform the external organization, located in Munich, Germany, that his company is now acquired by another organization and this acquisition is approved by all the legal processes, and ask them to work with the legal department to renew the existing contract.
D. No action is needed as the acquisition by another organization is out of control of a project manager

Answer: B.

Explanation
In this day and age, the business environment keeps changing, and the acquisition of one company by another is very common. As a project manager and a project team, you should be prepared to embrace such change in a positive way.
As a project manager, when the business environment changes, in this case, due to the acquisition by another organization, you have to first evaluate how this change is going to impact the project. It is possible that this change may not have any impact on your project at all. But the very first thing you should do as a project manager is to evaluate if there is going to be an impact. Taking no action whatsoever after the acquisition by another organization and assuming that there will not be any impact is not a very proactive behavior for a project manager.
On the other hand, informing the external organization about this change and asking them to renew the contract is also not necessary right away. The first thing the project manager has to understand is if there is going to be any impact due to this change. Only after knowing the details of the impact, the contract renewal may or may not be required.

Question 165:
The construction projects are usually very large, that span multiple years, need many resources and have a budget which is in millions. Nguyen, who is working as a project manager in Vietnam, is working on one such project. Due to such a large nature of the project, Nguyen is thinking of using a tool instead of doing the estimations for the project manually. Which of the following should Nguyen use?

A. Velocity chart
B. Burndown chart
C. Project management information system or PMIS
D. Monte Carlo

Answer: C.

Explanation
You might or might not be using PMIS in your project, but it is still possible to answer this question correctly by the process of elimination. The Velocity chart displays the average amount of work a Scrum team completes during a sprint, so this can be eliminated.
Similarly, the burndown chart shows the amount of work that has been completed in an epic or sprint, and the total work remaining, so this can be eliminated too.
The Monte Carlo analysis tool, which is used to identify the possible outcomes of an uncertain event, is used mostly during risk assessments, so this can be eliminated too.
This leaves us with PMIS, which can include spreadsheets, simulation software, or statistical analysis tools to assist with estimation.

Question 166:
Because of the limited skill set available within the performing organization, the project manager has recommended to the senior leadership that they engage with vendor teams that have the adequate skills needed for the project. The senior management team has given their approval to collaborate with the vendor team. The vendor team will be working remotely with other members of the project team. What should be common to both the vendor team and the project team when they are working together?

A. Workspace
B. Location
C. Shared goals, regarding the project's deliverables
D. Culture

Answer: C.

Explanation
Perhaps one of the most common reasons why a remote team will be most useful and used in a project is when there is a lack of skill set available in the performing organization to fully meet all the project's requirements. It is quite common for a project to hire a team from another vendor with the requisite skills and integrate them into the broader project team.

So, working remotely is the reality of modern-day project management, especially after the pandemic that affected the world in 2020.
Although the project may have a remote team, they still share common project goals and objectives.
Both the project team and the vendor team, which is working remotely, should have a common understanding of what success means for the project.
Both the project team and the vendor team should work collaboratively to achieve the common goals and objectives of the project.
There is a chance that the remote team will be in a different location, using a different style of workspace, and coming from a different culture; however, for the project to be successful, both the team and the project team must have a shared understanding of what "project success" means.

Question 167:
You have been designated as the change champion and are part of the Project Management Office within your organization. In this role, one of your responsibilities as a change agent within the organization is to bring positive and effective changes to the project management practices performed by multiple project teams. However, in the past, due to multiple changes suggested by the PMO, some of the project teams complained about change fatigue. How can you avoid fatigue going forward?

A. Develop a proactive and strategic approach that involves effective communication, minimizing unnecessary changes, involving team members in change management, providing training and support, and celebrating successes.

B. Develop a detailed project management plan with focus on using 3-point estimations

C. Develop a detailed project management plan with focus on engaging the stakeholders, communicating with them the project vision and mission.

D. Develop a risk management plan that identifies potential risks and mitigation strategies. Project managers should regularly review and update the risk management plan to ensure that it addresses change fatigue effectively.

Answer: A.

Explanation
Change fatigue is a phenomenon that occurs when people become overwhelmed by the number or frequency of changes in a project or organization. It can lead to reduced productivity, increased resistance to change, and decreased morale among team members.
In project management, change fatigue can occur when there are frequent changes to the project scope, objectives, or requirements. It can also occur when there are frequent changes in project team members, leadership, or organizational structure. When team members experience change fatigue, they may become less motivated, less engaged, and less productive. To prevent change fatigue in project management, project managers should take the following steps:

1. **Communicate effectively:** Effective communication is essential in preventing change fatigue. Project managers should communicate changes to the project clearly and regularly to ensure that team members understand why the changes are necessary.
2. **Minimize unnecessary changes:** Project managers should minimize unnecessary changes to the project. They should carefully evaluate proposed changes and only implement changes that are necessary to achieve project goals.

3. **Involve team members in change management:** Project managers should involve team members in the change management process. They should solicit feedback from team members on proposed changes and involve them in the implementation of changes.
4. **Provide training and support:** Project managers should provide training and support to team members to help them adapt to changes. This can include training on new processes or tools, as well as providing resources to help team members manage stress and workload.
5. **Celebrate successes:** Celebrating successes can help prevent change fatigue by boosting team morale and motivation. Project managers should recognize and celebrate team members' achievements and milestones to help maintain team motivation.

Overall, preventing change fatigue requires a proactive and strategic approach that involves effective communication, minimizing unnecessary changes, involving team members in change management, providing training and support, and celebrating successes.

Question 168:
Compliance requirements refer to the regulations and standards that organizations must follow to ensure legal and ethical practices. Compliance requirements may include industry-specific regulations, such as HIPAA in healthcare or GDPR in the EU.
Which of the following can the project manager use to ensure their agile project follows all the Compliance requirements?

A. Compliance audits
B. Laissez-faire
C. Cost of non-compliance
D. MoSCoW

Answer: A.

Explanation
In Agile projects, compliance requirements must be incorporated into the project planning and execution to ensure that the final product meets the

necessary regulations and standards. This involves identifying the relevant compliance requirements, ensuring that the team understands and adheres to them, and tracking compliance throughout the project lifecycle.
A compliance audit in Agile refers to the process of evaluating an organization's compliance with various laws, regulations, and industry standards. This type of audit is typically performed by external auditors who are experts in the relevant regulations and standards.
During a compliance audit in Agile, the auditors will typically review the project documentation, test results, and other relevant information to determine whether the project is in compliance with the applicable regulations and standards. They may also interview key stakeholders to gain a better understanding of the project and its compliance requirements.
The other three choices are incorrect.

Question 169:
Many of the project stakeholders are working remotely. These stakeholders are from different time zones and had only a few hours of overlap with the other members of the project team. Because of the time difference and because the team is remotely located, you, as the project manager, are worried about how you can effectively engage with these remote stakeholder groups. In order to ensure that the team is knowledgeable about these remote stakeholders' interests, needs, and expectations, which one of the following should the project team use?

A. Develop a project charter and include list of stakeholder
B. Periodic reviews with stakeholders
C. Develop stakeholder register
D. Identify all the stakeholders

Answer: B.

Explanation
Developing the project charter and listing some of the identified stakeholders, and then creating a stakeholder register during the planning phase, and adding all the identified stakeholders to the stakeholder register are two crucial steps in stakeholder identification. However, in this scenario, the project manager is more concerned about engaging the identified project stakeholders.

To ensure that the team is well-informed about stakeholders' interests, needs, and expectations, they must engage with these stakeholders regularly. One way to achieve this is by participating in periodic reviews with them, such as demos, retrospective meetings, and so on.
During these periodic review meetings, the team will directly understand the stakeholders' interests, needs, and expectations through face-to-face discussions, which is always more effective than a long list of documented details.

Question 170:
Only last week all the folks who are supposed to work on the project have been fully on-boarded. Unfortunately your initial observations about this project team are not very good. You are observing that team members working in silos are not as open. Being an experienced project manager you understand that the project team might be going through the different phases of development as per the Tuckman ladder. Which phase of the development this team is most likely to be in as per the Tuckman ladder?

A. Adjourning
B. Norming
C. Performing
D. Forming

Answer: D.

Explanation
Tuckman's Ladder Model is a tool for understanding the five stages of project team development: forming, storming, norming, performing, and adjourning. Although every project team is unique and will progress at its own pace, these stages work as an effective guide for project managers during each phase of their project. Understanding these five stages can help you, as a manager, anticipate where your team members may be on the ladder, which will allow you to more effectively manage them as individuals as well as a collective unit or a group.
While it is common for these stages to occur in order, it is not uncommon for teams to get stuck in a particular stage or regress to an earlier stage.

Projects with team members who have worked together in the past might skip the development stage.
The Tuckman Ladder Model describes the multiple stages that a project team moves through, and based on the development stages of the project team, a project manager can decide how to approach and handle the project team by selecting the appropriate leadership style.
In the above scenario, it is mentioned that the team members are not yet open and are mostly working in silos. Hence, this is a good indication that the team is in the "forming" phase.

Question 171:
Kalyan has been working in an organization for a while now. He has excellent skills when it comes to managing projects, including scheduling and risk management. He is also very knowledgeable about different estimation techniques and can quickly compare and contrast their advantages and disadvantages. However, many people in the organization believe that Kalyan's character is not very reliable. This is why many feel that he should not be placed in a leadership role in the organization. Why is personal character important for a leader in a project management role?

A. Personal character only matters for leaders in senior management positions
B. Personal character affects how a leader interacts with their team and stakeholders
C. Personal character has no impact on project outcomes
D. Personal character is not important in a leadership role

Answer: B.

Explanation
Personal character is important for a leader in a project management role because it affects how they interact with their team and stakeholders. There are a few more reasons why personal character is important for a leader in a project management role:

1. Because it influences the leader's decision-making process in ethical and moral situations.

2. Because it affects the leader's ability to communicate and build trust with team members and stakeholders.
3. Because it impacts the leader's ability to adapt to changing situations and lead with resilience.

A leader's personal character can impact their ability to build trust, communicate effectively, and make ethical decisions. This can have a direct impact on the success of the project. Therefore, it is important for leaders to exhibit positive character traits such as integrity, honesty, and empathy. A leader who is honest and ethical in all their dealings is likely to gain the trust and respect of their team. A leader who is empathetic and cares about their team members' feelings and needs is likely to create a positive and supportive work environment.
Hence, personal character is important for a leader in a project management role.

Question 172:
A company is developing a new software application that is intended to provide a competitive advantage in the market. However, during the development process, it becomes clear that the project is significantly over budget and behind schedule. In addition, it becomes apparent that the software application is not meeting the intended performance standards and is unlikely to provide the expected benefits. Despite efforts to address the issues, it becomes clear that the project cannot be salvaged. What should be done in this scenario?

A. Cancel the project
B. Resource reallocation
C. Scope reduction
D. Change management

Answer: A.

Explanation
If a project is unlikely to meet its objectives, it's important to take action to address the situation as soon as possible. Here are some steps that can be taken:

- **Reassess the objective:** It's important to reevaluate the project's objective to determine if it's still relevant and achievable. If the objective is no longer achievable or has become irrelevant, it may need to be revised or replaced.
- **Identify the root cause:** Determine why the project is unlikely to meet its objectives. Is it due to poor planning, inadequate resources, lack of stakeholder support, or other factors? Identifying the root cause will help determine the appropriate course of action.
- **Develop a corrective action plan:** Once the root cause has been identified, develop a corrective action plan to address the issue. The corrective action plan should include specific actions, timelines, and responsible parties for implementing the actions.
- **Communicate with stakeholders:** Keep stakeholders informed about the project's status and the steps being taken to address the situation. Stakeholders may include project sponsors, team members, customers, and other affected parties.
- **Monitor and adjust the plan:** Continuously monitor the project's progress and adjust the corrective action plan as necessary. Regular monitoring will help ensure that the project stays on track and that any issues are addressed in a timely manner.

If, after taking these steps, it becomes clear that the project cannot meet its objectives, it may be necessary to cancel the project. Canceling a project should be considered a last resort, but if it becomes clear that the project is no longer feasible or worthwhile, it's better to cut losses and redirect resources to other projects or initiatives.
In this scenario, scope reduction, resource reallocation, or change management are unlikely to help. Since the project is not meeting its set objectives, project cancellation should be considered.

Question 173:
The milk mixer project needs expertise for it to be successfully completed and Daniel, a UK based project manager very well knows this. He is trying to get at least 5 Subject matter experts or SMEs for his project team from the pool of internal resources. Daniel's project is expected to be a big one with a lot of focus on its progress from the senior leadership. There are other competing projects within the

organization who are also trying to get the expertise for their respective project. Which of the below skills can Daniel use to get these SMEs for his project?

A. Negotiation and influencing
B. Emotional intelligence
C. Business acumen
D. Situational leadership

Answer: A.

Explanation
There are a few soft skills that a project manager must know and use during various stages of project management. One prominent example where the project manager may have to use negotiation and influence skills is when the project needs to ensure it obtains the best possible resources. In the given scenario, it is mentioned that Daniel's project is expected to be a big one with a lot of focus on its progress from senior leadership. Daniel can use this fact while negotiating with the functional manager to influence the functional manager by projecting high visibility for his project.
The functional manager would thus know that people working on Daniel's project would be in the limelight, and a successful completion of this project means widespread goodwill for these resources and, therefore, for his department.
Situational leadership is all about choosing the right leadership style for the right team. This won't be of much use to Daniel as he is currently looking to acquire these Subject Matter Experts (SMEs) for his project. Once he secures the SMEs, he may later use situational leadership skills to get the best out of them.
Emotional intelligence is the ability to sense, understand, manage, and apply the information and power of emotions. While emotional intelligence (EI) is super important for a PM, as it helps you manage change and deal with conflicts within the team, this is one of the skills that Daniel can use or apply later when he gets the SMEs on his team.
Business acumen is someone's ability to understand business issues. Clearly, this skill will not be as useful as negotiation and influence when the PM is trying to assemble the project team.

Question 174:
Looking at the project scope and the requirements that have been gathered so far, it is quite clear that in order to complete the project work, there has to be an engagement with other external vendor teams. This is because the internal project team does not have all the skills and expertise needed to fulfill the business requirements for the project. The project manager has been given approval to conduct the bidder conference. What should the project manager focus on during the bidder conference?

A. Make sure only a few vendors have insight information of every other vendor, including sensitive information.
B. Make sure all the vendors have the insight information of every other vendor, excluding sensitive information.
C. Make sure every vendor has a common understanding of the project requirements
D. Make sure all the vendors have the insight information of every other vendor, including sensitive information.

Answer: C.

Explanation
Asking the right questions and gathering information is crucial during a bidder conference. Here are some things the project manager should focus on during the conference:

1. **Clarifying the requirements:** The project manager should ask questions to clarify the project requirements and ensure that the bidders have a clear understanding of what is expected.
2. **Understanding the bidder's capabilities:** The project manager should inquire about the bidder's experience and expertise, and whether they have successfully completed similar projects in the past. This will help in evaluating the bidder's capabilities and whether they are a good fit for the project.
3. **Identifying potential risks:** The project manager should inquire about potential risks that the bidders foresee during the project and how they plan to mitigate them. This will help in identifying

any potential issues that may arise during the project and how to deal with them.

4. **Asking about the bidder's approach:** The project manager should inquire about the bidder's approach to completing the project, including their methodology, timeline, and resource allocation. This will help in evaluating the bidder's plan and whether it aligns with the project requirements.
5. **Discussing costs:** The project manager should inquire about the bidder's cost estimates for completing the project, including any potential additional costs that may arise during the project. This will help in evaluating the cost-effectiveness of each bidder's proposal.

Overall, the project manager should focus on gathering as much information as possible from the bidders to make an informed decision on which bidder to select for the project. The project manager should not focus on the following:

1. Discussing specific costs or budgets.
2. Showing favoritism: The project manager should avoid showing favoritism toward any particular bidder and should remain objective throughout the conference.
3. Sharing confidential information: The project manager should avoid sharing any confidential information during the conference, such as details of other bidders or sensitive project information.

Question 175:
You recently joined a project team as a project manager and wanted to gain a better understanding of the project and its objectives. As a result, you requested that your team provide you with the business case document. However, it appears that this project does not have a business case document. What could be the repercussions of not having a business case document for the project? Select all that apply.

A. Without a business case, there may be confusion about the purpose, objectives, and expected outcomes of the project. This can lead to disagreements among stakeholders and project team members.

B. Without a business case, stakeholders may not fully understand the value and importance of the project. This can result in a lack of support and commitment from key stakeholders, including project sponsors and senior management.
C. Without a business case, the project may lack a clear focus and direction. This can result in scope creep, delays, and cost overruns.
D. Without a business case, the project cannot be started/executed.

Answer: A, B, C.

Explanation
Technically, it might be possible to start a project without a business case. However, starting a project without a business case is generally not recommended because it increases the risk of project failure or misalignment with the organization's strategic objectives. Without a business case, it can be difficult to determine whether the project is aligned with the organization's strategic goals, whether the expected benefits are worth the costs, and whether the project is feasible and viable. The business case serves as a roadmap for the project, outlining the project's objectives, scope, budget, and risks. It provides a foundation for decision-making and stakeholder engagement throughout the project lifecycle. Starting a project without a business case can result in several issues, such as:

- Lack of clarity: Without a business case, there may be confusion about the purpose, objectives, and expected outcomes of the project. This can lead to disagreements among stakeholders and project team members.
- Lack of focus: Without a business case, the project may lack a clear focus and direction. This can result in scope creep, delays, and cost overruns.
- Lack of buy-in: Without a business case, stakeholders may not fully understand the value and importance of the project. This can result in a lack of support and commitment from key stakeholders, including project sponsors and senior management.

In summary, while it may be possible to start a project without a business case, it is generally not recommended. A business case is an essential tool for ensuring that the project is aligned with the organization's strategic objectives, that the expected benefits are worth the costs, and that the project is feasible and viable.

Question 176:
The team morale is a bit low, and this is because in the last few iterations, a large set of user stories were rejected by the product owner, although the team felt that they had fulfilled all the necessary requirements. The product owner, on the other hand, feels that the user stories are missing key functionalities. He clearly told the team that unless those missing functionalities are added into the user stories, the stories cannot be accepted. What should the team focus on to ensure a shared understanding of the requirements so that the PO accepts the stories?

A. Definition of done
B. Definition of ready
C. Double loop learning
D. Feedback loop

Answer: A.

Explanation
This can be quite a common problem, especially if the project team members are new to Scrum or the Agile way of working. In this scenario, there is a disagreement between the team members and the product owner on how to mark a specific story as complete or done. In Agile, this problem can be solved by applying the principle - The Definition of Done.
The Definition of Done, or DoD, is essentially like a checklist created by the team in collaboration with the product owner. This checklist consists of all the criteria that must be met by the user story so that it can be considered ready for use by the end user or the customer. So, the team should create such a DoD, and when the product owner reviews the stories, they can verify if all the criteria are met or not.
On the other hand, the Definition of Ready is a checklist for a user-centric requirement that has all the information the team needs to be able to begin working on it.
Double-loop Learning is a process that challenges the underlying values and assumptions to better elaborate the root cause and devise input countermeasures, rather than focusing only on symptoms. Double-loop learning is not very useful in this scenario.

The feedback loop refers to the team working with other stakeholders, such as the product owner, and getting feedback from them about the work items that are developed during the iteration. Again, the feedback loop will not be very useful because the product owner has already shared feedback that the stories are not meeting his expectations.
The development team and business people should work together daily throughout the project.

Question 177:
The boiler plant project is huge in terms of number of stakeholders. The team will be working on requirements affecting the needs of some of the stakeholders throughout the project. You have joined this project as a project manager recently and you are finding that the previous project manager has not done sufficient stakeholder engagement planning. You have no way to know what the current engagement level of project stakeholders is. Which of the following previous PM should have created that might have helped you know the current engagement level of project stakeholders?

A. Stakeholder cube
B. Stakeholder register
C. Stakeholder salience model
D. Stakeholder engagement assessment matrix

Answer: D.

Explanation
I hope you followed what is asked in the question – the PM wanted to know the current engagement level of project stakeholders. This should obviously eliminate the two choices right away - Stakeholder Salience Model and Stakeholder Cube because these two are stakeholder classification models. The Stakeholder Cube considers three dimensions: power, interest, and attitude to classify the stakeholders. The Salience Model, which also considers three dimensions - power, urgency, and legitimacy, to classify the stakeholders. However, both of these models are not helpful for determining the current engagement level of project stakeholders.
Instead, there is a tool named the Stakeholder Engagement Assessment Matrix in which the current engagement level of project stakeholders is

recorded. This tool can also mention what the desired or ideal engagement level of project stakeholders is for a successful project delivery. The PM should use and maintain the Stakeholder Engagement Assessment Matrix to keep track of the current and desired engagement level of project stakeholders.
The Stakeholder Register is, of course, super useful and has lots of valuable stakeholder-related information, such as their contact details, positions, power/impact, etc. However, the PMBOK guide mentions the use of the Stakeholder Engagement Assessment Matrix as one of the recommended tools to keep track of the current and desired engagement level of project stakeholders.

Question 178:
Varun is a PM and he is currently managing a RO filter development project and has identified a risk that there may be delays in receiving critical components from a third-party vendor. Varun used scale of 1-5 for likelihood and impact:

- **Likelihood: 3 (moderate likelihood)**
- **Impact: 4 (high impact)**

After this, Varun multiplied the likelihood and impact (3 x 4) to get 12. This is an example of which of the following?

A. Risk threshold
B. Risk score
C. Risk Categorization
D. Risk appetite

Answer: B.

Explanation
Risk prioritization techniques are employed to determine the sequence in which identified risks should be addressed, based on their potential impact on the project objectives. Since the project may encompass a significant number of risks, it is not always feasible for the project manager and the project team to address each and every risk. Consequently, it is crucial for the project team to prioritize the risks using various risk prioritization techniques.

In the aforementioned scenario, the project manager is utilizing a risk scoring approach. This technique entails assigning a score to each identified risk based on its likelihood of occurrence and potential impact. Risks are subsequently ranked according to their scores.

Question 179:

You recently joined a tech start-up that is working on novel and cutting-edge technologies in the area of software development. Most of the projects involve new designs and "never-before-done" kinds of work. The start-up has decided to use one of the most well-known change models, the Virginia Satir Change Model, to facilitate new changes in individuals and in organizational teams. Which stage of the Virginia Satir Change Model involves a new idea, situation, or event disrupting the status quo and creating discomfort or tension?

A. Foreign Element
B. Late Status Quo
C. Transforming Idea
D. Chaos
E. New Status Quo

Answer: A.

Explanation
The Virginia Satir Change Model consists of five stages:

- **Late Status Quo:** In this stage, things appear to be going well, but there may be underlying issues or concerns that are not being addressed.
- **Foreign Element:** A new idea, situation, or event disrupts the status quo and creates discomfort or tension.
- **Chaos:** This stage is characterized by confusion, uncertainty, and a sense of being overwhelmed. It can be a difficult and emotional stage.
- **Transforming Idea:** In this stage, a new understanding or perspective emerges that helps to make sense of the chaos and provides a way forward.
- **New Status Quo:** The final stage involves integrating the new perspective and establishing a new way of being that incorporates the changes.

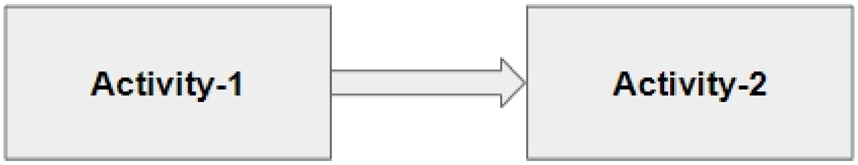
The Virginia Satir Change Model emphasizes the importance of addressing underlying issues and concerns, embracing discomfort and uncertainty as part of the change process, and using the change as an opportunity for growth and transformation. It is often used in the field of family therapy and can also be applied to organizational change.
So, the correct answer is "Foreign Element."
In this stage, a new idea, situation, or event disrupts the status quo and creates discomfort or tension, setting the stage for the chaos and transformation that follows.

Question 180:
Uday works as a project manager & his team works on developing a steering wheel in various shapes and sizes based on the needs of a car or any 4-wheeler. Uday's team uses a precedence diagramming method or PDM to represent the sequence in which activities are to be performed to develop the steering wheel. Which of the following is a correct way to represent the relationships between the activities?

A. Start-to-finish
B. Finish-to-start
C. Start-to-start
D. Finish-to-finish
E. All of the above.

Answer: E.

Explanation
In the Precedence Diagramming Method (PDM), nodes or boxes are used to represent the activities, and arrows show activity dependencies, as illustrated in the diagram below.



precedence diagramming method or PDM

There can be four types of logical relationships between the activities in the Precedence Diagramming Method (PDM):

1. Finish-to-Start - the most common relationship between activities in the Precedence Diagramming Method (PDM).
2. Finish-to-Finish
3. Start-to-Finish
4. Start-to-Start