

# PMP Exam Simulator



## PMP Exam 2

Question 1 of 200

Question ID: 612147

A project manager is in the process of identifying quality requirements and reviews the lessons learned from a similar past project. The other project ran significantly over budget due to the high cost of nonconformance resulting from inadequate spending on the cost of conformance. The project manager does not want his project to suffer the same fate as the failed project.

Which data analysis technique should the project manager use in this situation?

- A Cost of quality
- B Benchmarking
- C Testing and inspection planning
- D Risk register

✘ Question answered incorrectly

### Hint:

Which data analysis technique provides the optimal balance for investing in the cost of prevention and appraisal to avoid failure costs?

**Correct Answer: A**

### Explanation:

The question implies that the Plan Quality Management process is underway and the cost of quality (COQ) is a data analysis technique that may be used in this process. The optimal COQ reflects the appropriate balance for investing in the cost of prevention and appraisal (cost of conformance) to avoid failure costs (cost of nonconformance). The project manager should use the COQ data analysis technique in the scenario described by the question.

### Details for Each Option:

- A Cost of quality

*Correct. The cost of quality (COQ) is a data analysis technique that can be used to determine the optimal COQ which reflects the appropriate balance for investing in the cost of prevention and appraisal (cost of conformance) to avoid failure costs (cost of nonconformance).*

**B** Benchmarking

*Incorrect. Benchmarking involves comparing actual or planned project practices or the project's quality standards to those of comparable projects to identify best practices. Benchmarking is a data gathering technique, which has already been performed in this scenario, rather than a data analysis technique.*

**C** Testing and inspection planning

*Incorrect. During the planning phase, the project manager and the project team determine how to test or inspect the product, deliverable, or service to meet the stakeholders' needs and expectations, as well as how to meet the goal for the product's performance and reliability. Even though this planning technique may be useful in the situation identified by the question, there is another answer choice that more specifically deals with the cost of conformance versus the cost of nonconformance, making this not the best answer choice of the available options.*

**D** Risk register

*Incorrect. The risk register may capture the risk of cost overruns due to the cost of nonconformance. However, the question is asking for a data analysis technique, and the risk register is a project document.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 282, 283*

# PMP Exam Simulator



## PMP Exam 2

Question 2 of 200

Question ID: 613741

At a meeting with key stakeholders, the project manager aims to gain approval for the form factor of a new product. The vice president (VP) of engineering loves the new form factor but states that the aesthetic of products falls under the purview of the VP of marketing. The VP of marketing was not invited to the meeting since the project manager did not know that the VP of marketing holds this decision-making power.

What factor did the project manager most likely miss when planning the meeting?

- A Organizational process assets
- B Cultural awareness
- C Political awareness
- D Conflict management

✘ Question answered incorrectly

### Hint:

Which aspect of interpersonal and team skills relates to the power and influence of stakeholders?

**Correct Answer: C**

### Explanation:

The project manager is involved in the project management process of Manage Stakeholder Engagement. One of the tools and techniques used in this process is interpersonal and team skills with one factor being political awareness. Political awareness is the understanding of power relationships within and around the project. The project manager's unawareness that the vice president of marketing is a key decision maker indicates that the factor of political awareness was overlooked.

### Details for Each Option:

- A Organizational process assets  
*Incorrect. Organizational process assets are plans, processes, policies, and knowledge bases that are specific to and used by the performing organization. This is unrelated to the power and influence of stakeholders.*
- B Cultural awareness

*Incorrect. Cultural awareness is used to help the project manager and team communicate effectively by considering cultural differences and the requirements of stakeholders. There is not enough information in the question to determine if there are any cultural differences that the project manager should address or be aware of.*

**C** Political awareness

*Correct. Political awareness relates to the understanding of power relationships within and around the project. This is the factor that was most likely missed in this scenario.*

**D** Conflict management

*Incorrect. Conflict management is used to ensure that conflicts are resolved in a timely manner. The question does not suggest that there is a conflict that needs to be managed.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 527*

# PMP Exam Simulator



## PMP Exam 2

Question 3 of 200

Question ID: 625204

A project has been broken down into four phases. The first phase is design, the second is coding, the third is testing, and the final phase is the deployment. The first two phases have already been completed. The project team has just completed all testing activities of the third phase and reports to the project manager that the deliverables have been verified. The project manager is pleased and wants to begin deployment as soon as possible.

What should the project manager do next?

- A Ensure the sponsor has signed the charter for the fourth phase
- B Begin the Close Project or Phase process of the testing phase
- C Obtain acceptance of the deliverables from the testing phase
- D Hold the fourth phase kick-off meeting with the project team

✘ Question answered incorrectly

### Hint:

What must be completed on the third phase before the start of the fourth phase?

**Correct Answer: C**

### Explanation:

The scenario described in the question implies that the project manager is going to perform the Close Project or Phase process. The project manager must ensure that this process is completed before starting a new phase of the project. However, to close the project or phase, the project manager has to ensure that the deliverables are accepted by the customer or by the relevant stakeholders. Of the available choices, the only activity that must be completed before starting the deployment phase is to obtain acceptance of the deliverables from the testing phase.

### Details for Each Option:

- A Ensure the sponsor has signed the charter for the fourth phase  
*Incorrect. Each project phase may or may not have its own charter. However, the project manager should not start the fourth phase until the Close Project or Phase process from the third phase has been completed.*
- B Begin the Close Project or Phase process of the testing phase

*Incorrect. The Close Project or Phase process has to be carried out but not before the deliverables are formally accepted. According to the scenario, testing has been completed and deliverables verified, but there is nothing in the question that indicates that the deliverables have been formally accepted. Therefore, beginning the Close Project or Phase process is premature.*

- C** Obtain acceptance of the deliverables from the testing phase

*Correct. The scenario suggests that the project team has just completed the Control Quality process which resulted in verified deliverables. Verified deliverables are input to the Validate Scope process, which, in turn, results in accepted deliverables as one of its outputs.*

- D** Hold the fourth phase kick-off meeting with the project team

*Incorrect. The Close Project or Phase process of the third phase must be completed prior to the start of the next phase of the project. And the Close Project or Phase process cannot begin before the Validate Scope process (where the deliverables are accepted) is complete.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 125, 305,*

# PMP Exam Simulator



## PMP Exam 2

Question 4 of 200

Question ID: 612093

A project manager has learned that new legislation has just been passed, which makes the regulatory standards even more stringent. The project manager needs to gain a better understanding of the new law and how it will affect the project which is already in execution.

What tool or technique should the project manager use in this situation?

- A Decomposition
- B Decision-making techniques
- C Expert judgment
- D Risk register

✗ Question answered incorrectly

### Hint:

Which of the available options is a tool or technique that may be used during the Direct and Manage Project Work process?

**Correct Answer: C**

### Explanation:

The question states that the project manager is leading the execution of a project, which suggests that the Direct and Manage Project Work process is underway. Expert judgment is one of the tools and techniques associated with this process. Expert judgment is judgment provided based upon expertise in an application area, knowledge area, discipline, industry, etc., as appropriate for the activity being performed. Such expertise may be provided by any group or person with specialized education, knowledge, skill, experience, or training. Expertise in legislation and regulations will provide insights into how the new law may impact the project. Additionally, among the available choices, only expert judgment is a tool or technique that is used during the Direct and Management Project Work process.

### Details for Each Option:

- A Decomposition  
*Incorrect. Decomposition is a technique used for dividing and subdividing the project scope and project deliverables into smaller, more manageable parts. Decomposition is not helpful in providing insights into regulatory changes.*

**B** Decision-making techniques

*Incorrect. Decision-making techniques are techniques used to select a course of action from different alternatives. Decision-making techniques may be helpful in deciding how to respond to the legislative changes but does not provide insight into how the new regulations will impact the project.*

**C** Expert judgment

*Correct. Expert judgment is judgment provided based upon expertise in an application area, knowledge area, discipline, industry, etc., as appropriate for the activity being performed. Such expertise may be provided by any group or person with specialized education, knowledge, skill, experience, or training. Expertise in legislation and regulations will provide insights into how the new law may impact the project.*

**D** Risk register

*Incorrect. The risk register is a repository in which outputs of risk management processes are recorded. The risk of legislative changes may or may not have been captured in the risk register. However, since the legislation just passed, according to the question, it is not likely to have specific information about the new law. Additionally, the risk register is a project document and not a tool or technique.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 94*





Question 5 of 200

Question ID: 610059

A project manager is explaining the roles and responsibilities for the quality assurance process with the project team.

Who plays a role in managing quality for the project?

- A The project manager, project team, and management of the performing organization
- B The project sponsor along with the project manager and project team
- C The project manager along with the project team
- D The project manager, project team, project sponsor, management of the performing organization, and the customer

✗ Question answered incorrectly

### Hint:

The roles in managing quality for the project may differ in size and effort.

### Correct Answer: D

### Explanation:

The Manage Quality process is sometimes referred to as quality assurance. It is not uncommon to hear opinions that quality is the responsibility of the quality assurance department in an organization. However, project management practitioners should understand that Manage Quality is considered the work of everybody including the project manager, project team, project sponsor, management of the performing organization, and even the customer. All of these have roles in managing quality in the project, though the roles differ in size and effort.

### Details for Each Option:

- A The project manager, project team, and management of the performing organization  
*Incorrect. The project manager, project team, and management of the performing organization all play a role in managing quality. However, the role of managing quality is not limited to these individuals; therefore, this is not the best answer of the available choices.*
- B The project sponsor along with the project manager and project team

*Incorrect. The project sponsor, project manager, and project team do have roles in managing quality. However, the management of the performing organization and even the customer have roles in managing quality as well. Thus, of the available choices, there is a better answer to the question asked.*

- C** The project manager along with the project team

*Incorrect. The project manager along with the project team may have the most significant and leading role in managing quality, but other individuals and groups play a role as well. Therefore, this is not the best answer to the question asked.*

- D** The project manager, project team, project sponsor, management of the performing organization, and the customer

*Correct. The project manager, project team, project sponsor, management of the performing organization, and even the customer have roles in managing quality in the project, though the roles differ in size and effort. Of the answer choices provided, this choice more completely covers those individuals and groups who play a role in managing quality for the project and is, therefore, the best answer to the question asked.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 289-290*

# PMP Exam Simulator



## PMP Exam 2

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Question ID: 612540

On a project you are managing, you have been unable to obtain landlord approvals to install cable at various retail locations. You just learned about a project undertaken by your organization in the past that faced similar issues. If you had been aware of them during project planning, you could have taken proactive steps to avoid or mitigate the problems on your project.

What might have been done differently to incorporate the knowledge gained from the previous project into your project?

- A Development of more comprehensive risk response plans
- B Better communication between project managers within the company
- C Improved utilization of the organizational knowledge base
- D Utilization of a lessons learned register for your project

✘ Question answered incorrectly

### Hint:

Where is historical information about lessons learned stored for use on future projects?

**Correct Answer: C**

### Explanation:

The question indicates that lessons learned from a previous project would have been beneficial for your current project. It is apparent that the knowledge gained from the previous project was not documented and therefore was not disseminated to you until later in the project when, by happenstance, the topic came up to your attention. The question implies that the previous project manager did not capture the information in the lessons learned register. Therefore, the lessons learned repository did not have this information either. In other words, the organizational knowledge base was not utilized by the other project manager. Of the available options, improved utilization of the organizational knowledge base would have provided the best option to have avoided or mitigated the problems described by the question.

### Details for Each Option:

- A Development of more comprehensive risk response plans  
*Incorrect. The question states that the issues encountered with obtaining landlord approvals were unforeseen. Therefore, this risk must not have been captured in the risk register. The risk must first be identified before response plans can be developed to address those known risks.*

**B** Better communication between project managers within the company

*Incorrect. Better communication between project managers may be beneficial for the transfer of knowledge. However, this action does not represent the best method of assimilating lessons learned from past projects with future projects. Details may be forgotten over time, and when project managers leave the company, they are typically no longer available to communicate their experiences, and the knowledge gained would be lost. It is better to maintain a knowledge base as an organizational process asset where knowledge gained from past projects can be used for future projects. While this answer choice is arguably correct, it is not the 'best' answer to the question asked.*

**C** Improved utilization of the organizational knowledge base

*Correct. The organizational knowledge base includes the lessons learned repository. The lessons learned repository serves as a store of historical information about lessons learned in projects which can then be applied to future projects. It is apparent from the question that the lessons learned repository was not utilized by the other project manager.*

**D** Utilization of a lessons learned register for your project

*Incorrect. The lessons learned register is used to record knowledge gained during a project so that it can be used in the current project and then entered into the lessons learned repository. Although the lessons learned on your project should be captured in the lessons learned register, this is a reactive measure that would not have prevented the problems from occurring in the first place. It would have been better to have been aware of the similar problems encountered on the previous project so this knowledge could have been incorporated into project planning to mitigate the impact of the issues on the project before they occurred.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 110, 128*

# PMP Exam Simulator



## PMP Exam 2

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Question ID: 612412

A senior manager hands the project manager the business case that will be used as an input to develop the project charter. Several sources served as the triggers for the creation of the business case.

Which of the following would not be one of those triggers?

- A Project manager's expert judgment
- B Legal requirement
- C Customer request
- D Social need

✗ Question answered incorrectly

### Hint:

The business case is a document that determines whether or not the project is worth the required investment.

### Correct Answer: A

### Explanation:

Typically, the business need and the cost-benefit analysis are contained in the business case to justify and establish boundaries for the project. A business case is created for the same reasons that projects are created, for example, legal requirement, customer request, social need, etc. The project manager's expert judgment can be used as one of the tools and techniques to develop the project charter but it does not trigger the business case. The question is asking which of the choices is 'not' a source for a business case. Therefore, of the choices given, the project manager's expert judgment is the best answer to the question asked.

### Details for Each Option:

- A Project manager's expert judgment

*Correct. The question is asking which source would 'not' trigger the creation of the business case. Expert judgment can be used as one of the tools to develop the project charter, but it does 'not' trigger the creation of the business case, making this choice the correct answer.*

- B Legal requirement

*Incorrect. The business case is used as a basis for the justification to undertake a project. The business case can be triggered by several sources, one of which is fulfilling legal requirements. Since the question is asking which of the following would 'not' be a source, a legal requirement is an incorrect answer.*

**C** Customer request

*Incorrect. The business case is the business document most commonly used as a source to develop the project charter. A customer request is one of the reasons a business case for a project may be created. Since the question is asking what would 'not' trigger the business case, customer request is an incorrect answer.*

**D** Social need

*Incorrect. The business case describes the necessary information from a business standpoint to determine whether the expected outcomes from a project justify the required investment. One of the sources that may trigger the creation of a business case is a social need. However, since the question is asking what would 'not' be a source, social need is an incorrect answer.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 77-79*

# PMP Exam Simulator



## PMP Exam 2

Question 8 of 200

Question ID: 612544

A project to bring a new model of a product to market is in execution when a competitor files a lawsuit claiming that the product violates several of their patents. The courts have sided with the competitor and issued a cease and desist order.

What should the project manager do first?

- A Seek approval to terminate the project
- B Resort to alternative dispute resolution
- C Terminate the project for legal cause
- D Update the business case as necessary

✗ Question answered incorrectly

### Hint:

What is required to terminate a project?

**Correct Answer: A**

### Explanation:

A project may be terminated for legal cause. In this case, compliance with the cease and desist order requires the termination of the project. Even though the project should be terminated, the project manager lacks the authority to terminate a project. The decision to terminate a project requires approval and authorization by an appropriate authority, such as the project sponsor. Therefore, of the choices provided, seeking approval to terminate the project from the appropriate authority is what the project manager should do first in this situation.

### Details for Each Option:

- A Seek approval to terminate the project  
*Correct. The project should be terminated based on the legal action. The decision to terminate the project does not lay with the project manager, but rather requires approval and authorization by an appropriate authority.*
- B Resort to alternative dispute resolution

*Incorrect. Alternative dispute resolution is a mechanism used in claims administration between the buyer and the seller. The question does not describe a dispute between the buyer and the seller, but rather between the performing organization and their competitor.*

**C** Terminate the project for legal cause

*Incorrect. While this answer choice is technically correct, a project manager does not have the authority to terminate a project. The decision to terminate the project must first be approved and authorized by the appropriate authority. There is another answer choice that addresses the latter point and is, therefore, a better answer to the question asked.*

**D** Update the business case as necessary

*Incorrect. A project manager may make recommendations but does not have the authority to update the business case as it is not a project document. Additionally, the business case is typically not updated after the project is initiated.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 5, 542*



# PMP Exam Simulator



## PMP Exam 2

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Question ID: 650113

The project team is reviewing the project charter and project management plan to develop a detailed description of the project and the product.

What is another document the team should review to complete their work?

- A Work breakdown structure
- B Risk register
- C Quality control measurements
- D Change log

✗ Question answered incorrectly

### Hint:

What project document is an input to the Define Scope process?

**Correct Answer: B**

### Explanation:

The question describes the project team reviewing the inputs to the Define Scope process to develop the scope statement. The inputs to the Define Scope process are the project charter, the project management plan, enterprise environmental factors, organizational process assets, and project documents. The risk register is a project document that may influence the scope statement by describing specific risk response strategies that affect the project scope, such as reducing or changing project and product scope to avoid or mitigate risk. Therefore, of all the options presented, the risk register is the document that the team will need to review to develop the scope statement.

One may argue that risk management planning processes are typically carried out after the scope planning processes have been completed. However, this sequence is not rigid. A basic risk register can already exist with some high-level risks identified during the development of the project charter. Project management is an iterative process; therefore, the risk register will be updated as the project progresses. Once the Identify Risks process is completed and new risks are documented in the risk register, the risk register can be used again to refine the scope management planning artifacts that have been created earlier. Risk identification does not stop during risk planning either. The risk register can be updated as an output of many of the project management processes. Thus, the risk register evolves during project planning and then throughout the course of the project. If the newly identified risks require an update to the scope baseline that has been established and approved, a change request will need to be submitted thus affecting the scope again.

### Details for Each Option:

**A** Work breakdown structure

*Incorrect. The work breakdown structure (WBS) organizes and defines the total scope of the project and represents the work specified in the approved project scope statement. The scenario describes the development of the scope statement, which is used to create the WBS. Therefore, the WBS would not yet exist.*

**B** Risk register

*Correct. The risk register contains response strategies that may affect the project scope, such as reducing or changing project and product scope to avoid or mitigate risk. According to the scenario, the project management team is developing the scope statement; therefore, the risk register is a project document they would want to review, making this choice the best answer to the question asked.*

**C** Quality control measurements

*Incorrect. Quality control measurements are the documented results of control quality activities which take place during project execution, monitoring and controlling. The scenario implies the project is still in planning. Regardless, quality control measurements are not among the inputs of the Define Scope processes suggested by the question.*

**D** Change log

*Incorrect. The change log is a comprehensive list of changes submitted during the project. The log is first created as an output of the Perform Integrated Change Control Process which typically happens after project execution begins, while according to the scenario, the project team is involved in planning. Regardless, the change log is not an input to the Define Scope processes implied by the question.*

### Reference:

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 152*

# PMP Exam Simulator



## PMP Exam 2

Question 10 of 200

Question ID: 612506

A project manager reviews surveys from participants of a recent project meeting. Based on the feedback provided, it is evident that attendees in the back of the meeting room had difficulty hearing the speakers and seeing the slide presentation. Some have suggested having the presenters use microphones as well as distributing hard copies of the presentation before the meeting, so all of the attendees can better follow along.

What should the project manager do next?

- A Update the lessons learned repository
- B Revise the stakeholder register
- C Reduce the number of participants invited to future meetings
- D Capture the information in the issue log

⊗ Question answered incorrectly

### Hint:

Which project document might help the project manager effectively track and manage the situation encountered during project execution, ensuring it is investigated and resolved?

**Correct Answer: D**

### Explanation:

The feedback from the participants that describes problems encountered during the meeting can be described as issues and, therefore, should be captured in the issue log. The issue log will help the project manager effectively track and manage the issue, ensuring it is investigated and resolved. Actions that might be taken to address the issue described in the scenario include sharing the meeting minutes and slide presentation with the participants, so they can review any information that may have been missed. Alternatively, the project manager might follow up individually or as a group with those that expressed difficulty during the meeting to ensure their understanding and address any questions or concerns. Whatever action is taken to resolve the issue, the final solution should also be captured in the issue log.

It is important to note that the situation and its resolution should also be captured in the lessons learned register. This step will enable corrective action to be taken for future meetings including, for example, the use of microphones and distribution of hard copies of the presentation before the start of the meeting. However, updating the lessons learned register was not listed as an option. Therefore, of the available choices, updating the issue log is the best answer to the question asked.

**Details for Each Option:**

**A** Update the lessons learned repository

*Incorrect. The lessons learned repository is a store of historical information about lessons learned in 'past' projects. Lessons learned in the current project are documented in the lessons learned register, not the lessons learned repository. Even if this choice read, "Update the lessons learned register", it still would have been an incorrect answer because the question asks to select the 'next' thing the project manager should do. Until the analysis of the situation is done, actions are taken, and the implementation has proven the actions taken were effective, there is nothing to document in the lessons learned register.*

**B** Revise the stakeholder register

*Incorrect. The stakeholder register is a project document which includes details of the identification, assessment, and classification of project stakeholders. There is no information in the question suggesting that the stakeholders or their details have changed as a result of the meeting that would have warranted the revision of the stakeholder register.*

**C** Reduce the number of participants invited to future meetings

*Incorrect. While reducing the number of participants in the meeting might solve the problem going forward, it is not an appropriate action to take under the circumstances presented by the question. It must be assumed that all meeting participants are invited to attend for a good reason, therefore reducing the attendees without having the issue analyzed first is an over-reaction.*

**D** Capture the information in the issue log

*Correct. An issue is a current condition or situation that may have an impact on the project objectives. The problems encountered by the participants during the meeting can be described as issues and should be addressed. When issues are identified throughout the life cycle of a project, they should be captured in the issue log along with details such as who raised the issue and when, who is assigned to the issue, a target resolution date, status, and final solution. The issue log will help the project manager effectively track and manage the issue, ensuring it is investigated and resolved.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 387, 96*

# PMP Exam Simulator



## PMP Exam 2

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Question ID: 613709

A project to develop a new battery for a smartphone is underway. The risk that the battery would last less than specified by the project requirements has been identified earlier in the project. As part of your assignment to monitor this risk, you compare the technical accomplishments of the battery during project execution to the schedule of technical achievement.

What tool or technique are you using in this scenario?

- A Decision tree analysis
- B Reserve analysis
- C Technical performance analysis
- D Sensitivity analysis

⊗ Question answered incorrectly

### Hint:

Which of the answer choices represents a tool or technique that can be used during the Monitor Risks process?

**Correct Answer: C**

### Explanation:

The scenario suggests that you are performing the Monitor Risks process. Technical performance measurement is an example of a data analysis technique that can be used as part of this process. Technical performance measurement compares technical accomplishments during project execution to the schedule of technical achievement. It requires the definition of objective, quantifiable measures of technical performance, which can be used to compare actual results against targets. Such technical performance measures may include weight, transaction times, number of delivered defects, storage capacity, etc. Deviation can indicate the potential impact of threats or opportunities. In the scenario, the battery life is an example of a quantifiable measure of technical performance. As part of the Monitor Risks process, you compare the actual battery life against the predefined targets (specifications), thus applying the technical performance analysis technique.

### Details for Each Option:

- A Decision tree analysis

*Incorrect. Decision tree analysis is a diagramming and calculation technique for evaluating the implications of a chain of multiple options in the presence of uncertainty. This technique can be used as part of the Perform Quantitative Risk Analysis process, while according to the scenario you are involved in the Monitor Risks process.*

**B** Reserve analysis

*Incorrect. Reserve analysis is an analytical technique to determine the essential features and relationships of components in the project management plan to establish a reserve for the schedule duration, budget, estimate cost, or funds for a project. While this technique can be used during the Monitor Risks process described in the scenario, you are comparing the technical accomplishments of the project deliverable to the schedule of technical achievement rather than determine the essential features and relationships of components in the project management plan.*

**C** Technical performance analysis

*Correct. Technical performance analysis compares technical accomplishments during project execution to the schedule of technical achievement. This description closely matches the activities you are carrying out in the scenario, making technical performance analysis the best answer to the question asked.*

**D** Sensitivity analysis

*Incorrect. Sensitivity analysis is an analysis technique to determine which individual project risks or other sources of uncertainty have the most potential impact on project outcomes, by correlating variations in project outcomes with variations in elements of a quantitative risk analysis model. This technique can be used as part of the Perform Quantitative Risk Analysis process, while according to the scenario you are performing the Monitor Risks process.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 456*

# PMP Exam Simulator



## PMP Exam 2

Question 12 of 200

Question ID: 612068

A project is behind schedule because department managers reassigned project team members to work on other assignments. After negotiations with the managers, you agreed to a temporary solution where a core group of project resources is dedicated to performing the project work until more resources are approved.

What conflict resolution technique did you most likely employ in this situation?

- A Compromise or reconcile
- B Force or direct
- C Collaborate or problem solve
- D Smooth or accommodate

✗ Question answered incorrectly

### Hint:

Which conflict management technique searches for solutions that partially satisfy both parties in order to temporarily or partially resolve a conflict?

**Correct Answer: A**

### Explanation:

The question states that a temporary solution was suggested that provided some degree of satisfaction for both managers. The compromise/reconcile approach to conflict resolution is characterized by searching for solutions that bring some degree of satisfaction to all parties to temporarily or partially resolve a conflict. Even though the compromise/reconcile approach provides a lose-lose solution because both parties have to give up something, it is the best answer based on the situation described by the question.

### Details for Each Option:

- A Compromise or reconcile

*Correct. The compromise/reconcile approach to conflict resolution is characterized by searching for solutions that bring some degree of satisfaction to all parties in order to temporarily or partially resolve the conflict.*

- B Force or direct

*Incorrect. The force or direct approach involves pushing one's viewpoint at the expense of others; offering only win-lose solutions. This approach is usually enforced through a power position to resolve an emergency. This question does not describe an emergency situation, nor does the question suggest that the project manager is in a power position over the department managers. The project manager has not forced a win-lose solution on the parties, but rather made a suggestion all parties felt was equitable.*

**C** Collaborate or problem solve

*Incorrect. While the proposed solution will require each party to have a cooperative attitude, the parties were not collaborating well enough to reach a consensus opinion. Also, the project manager suggested a temporary solution, intended to resolve the issue until additional resources were approved, which is not an example of the collaboration or problem solving.*

**D** Smooth or accommodate

*Incorrect. The smooth or accommodate conflict management approach is where the project manager emphasizes areas of agreement rather than differences between the two parties and concedes one's position to the needs of the other to maintain harmony in relationships. This is not the situation described in the question as the solution was a compromise that partially satisfied both parties.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 349*



# PMP Exam Simulator



## PMP Exam 2

Question 13 of 200

Question ID: 612516

A project manager is leading a research and development project and is currently performing the Close Project or Phase process. As part of this process, the project manager is preparing the final project report.

Which of the following is least likely to be included in the final report?

- A Summary level description of the project
- B Summary of the lessons learned during the project for use on future projects
- C Summary of risks or issues encountered on the project
- D Summary of how the final product achieved the business needs identified in the business plan

✘ Question answered incorrectly

### Hint:

Which of the answer choices describes information which will be retained as an organizational process asset?

**Correct Answer: B**

### Explanation:

The final report provides a summary of the project performance. Lessons learned during the project are captured in the lessons learned register. Then, during the Close Project or Phase process, this information is transferred to an organizational process asset called the lessons learned repository. The lessons learned and knowledge gained during a project is not typically captured in the project's final report. The question is asking which of the available options is 'least' likely to be included in the final project report. Hence, of the available choices, a summary of the lessons learned from the project is least likely to be included in the final report and is, therefore, the best answer to the question asked.

### Details for Each Option:

- A Summary level description of the project  
*Incorrect. This answer choice represents one of the elements included in the final project report.*
- B Summary of the lessons learned during the project for use on future projects  
*Correct. Lessons learned during the project are captured in the lessons learned register. Then, during the Close Project or Phase Process, this information is transferred to an organizational process asset called the lessons learned repository.*

**C** Summary of risks or issues encountered on the project

*Incorrect. The final project report may include a summary of the risks or issues encountered on the project.*

**D** Summary of how the final product achieved the business needs identified in the business plan

*Incorrect. This option describes an element, which may be captured in the final project report.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition*, Project Management Institute Inc., 2017, Page(s) 127-128

# PMP Exam Simulator



## PMP Exam 2

Question 14 of 200

Question ID: 610044

A project manager has just calculated the project performance measurements, and the project's current cost performance index (CPI) is 0.9 while the schedule performance index (SPI) is 1.1.

Which of the following is correct regarding the project's performance status?

- A Over budget and ahead of schedule
- B Under budget and behind schedule
- C Over budget and behind schedule
- D Under budget and ahead of schedule

✗ Question answered incorrectly

### Hint:

$CPI = EV / AC$  and  $SPI = EV / PV$

### Correct Answer: A

### Explanation:

A CPI less than 1.0 indicates that more money was spent than planned for work completed at this point in the project. An SPI greater than 1.0 indicates that more project work was completed than planned at this point. The question states that the CPI is 0.9 and the SPI is 1.1, so the project is over budget and ahead of schedule.

### Details for Each Option:

- A Over budget and ahead of schedule

*Correct. A CPI less than 1.0 indicates that more money was spent than planned for project work completed at this point, meaning the project is over budget. An SPI greater than 1.0 indicates that more project work was completed than planned at this point, meaning the project is ahead of schedule.*

- B Under budget and behind schedule

*Incorrect. A CPI of less than 1.0 indicates that the project is over budget. Therefore, this answer choice can be eliminated.*

- C Over budget and behind schedule

*Incorrect. An SPI of greater than 1.0 indicates that the project is ahead of schedule, so this is not a correct answer.*

**D** Under budget and ahead of schedule

*Incorrect. A CPI of less than 1.0 indicates that the project is over budget, and an SPI of greater than 1.0 indicates that the project is ahead of schedule. Therefore, this answer choice is incorrect.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 267*

# PMP Exam Simulator



## PMP Exam 2

Question 15 of 200

Question ID: 613659

As part of product testing, a team member wants to verify compliance of the product with pre-defined specifications.

What should the team member use to compare her test results?

- A Affinity diagram
- B Quality metrics
- C Activity list
- D Quality audit

✗ Question answered incorrectly

### Hint:

What is an output of the Plan Quality Management process?

**Correct Answer: B**

### Explanation:

The question implies that the Control Quality process is being carried out in this scenario. The Control Quality process verifies that the deliverables are meeting specifications. Quality metrics are a project document that is developed as an output of the Plan Quality Management process. This document describes the project or product attributes and how the Control Quality process will verify compliance with them. The team member should use quality metrics as a reference point against which she will compare her test results. Therefore, of the choices provided, quality metrics is the best answer to the question asked.

### Details for Each Option:

- A Affinity diagram

*Incorrect. An affinity diagram is an example of the data representation technique that allows large numbers of ideas to be classified into groups for review and analysis. In the scenario, the team member wants to verify compliance of the product with pre-defined specifications rather than review and analyze ideas.*

- B Quality metrics

*Correct. Quality metrics are defined in the Plan Quality Management process. They describe the project or product attributes and how the Control Quality process will verify compliance with them. Therefore, using quality metrics as a reference against which the test results are compared to verify compliance of the product with pre-defined specifications is the best course of action for the team member to take in this situation.*

**C** Activity list

*Incorrect. An activity list is a project document that includes schedule activities and some of their details. According to the scenario, the team member wants to verify compliance of the product with pre-defined specifications. The activity list does not have this information.*

**D** Quality audit

*Incorrect. A quality audit is a structured, independent process used to determine if project activities comply with organizational and project policies, processes, and procedures. Quality audits are not used as a reference against which test results are compared.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 300, 287*

# PMP Exam Simulator



## PMP Exam 2

Question 16 of 200

Question ID: 612489

You are working at a firm where your responsibilities include selecting the right programs or projects, prioritizing the work, and providing the needed resources. Your primary objective is to manage all of the various programs, projects, and operations together as a group to meet the firm's strategic business objectives.

Which of the following best describes the work you are performing?

- A Operations management
- B Project management
- C Program management
- D Portfolio management

⊗ Question answered incorrectly

### Hint:

What is it called when programs, projects, and operations are managed together as a group?

**Correct Answer: D**

### Explanation:

A portfolio is a collection of projects, programs, subsidiary portfolios, and operations managed as a group to achieve strategic objectives. Of the available options, only portfolio management includes operations management as a subsidiary. Therefore, portfolio management is the best answer to the question asked.

### Details for Each Option:

- A Operations management  
*Incorrect. Operations management is concerned with the ongoing production of goods and/or services. The question describes the management of projects and programs in addition to operations. Therefore, this is not the best answer of the available choices.*
- B Project management  
*Incorrect. Project management is the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements. In addition to project management, your responsibilities as described in the scenario also include program and operations management. Therefore, this response is not the best answer to the question*

asked.

**C** Program management

*Incorrect. A program is a group of related projects, subsidiary programs, and program activities that are managed in a coordinated manner to obtain benefits not available from managing them individually. A program component refers to projects and other programs within a program, and does not include operations; therefore, this answer choice can be eliminated.*

**D** Portfolio management

*Correct. A portfolio is a collection of projects, programs, subsidiary portfolios, and operations managed as a group to achieve strategic objectives. According to the scenario, the primary objectives of your position are best described by the portfolio management.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 11-17*



# PMP Exam Simulator



## PMP Exam 2

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Question 17 of 200

Question ID: 612425

Which of the following best describes the key benefit of the Plan Stakeholder Engagement process?

- A** Enables efficient communication between the project team and stakeholders
- B** Increases probability of meeting the quality objectives established for the project
- C** Provides an actionable plan to interact effectively with project stakeholders
- D** Describes the product, service, or result boundaries and acceptance criteria

✘ Question answered incorrectly

**Hint:**

This process outlines the strategy of how to work and communicate with the project stakeholders throughout the project.

**Correct Answer: C**

**Explanation:**

Plan Stakeholder Engagement is the process of developing approaches to involve project stakeholders based on their needs, expectations, interests, and potential impact on the project. The key benefit of the Plan Stakeholder Engagement process is that it provides an actionable plan to interact effectively with the stakeholders. The incorrect answer choices all represent key benefits of other processes that belong to various Project Management Knowledge Areas.

**Details for Each Option:**

- A** Enables efficient communication between the project team and stakeholders  
*Incorrect. This answer choice describes the key benefit of the Manage Communications process.*
- B** Increases probability of meeting the quality objectives established for the project  
*Incorrect. This answer choice describes the key benefit of the Manage Quality process.*
- C** Provides an actionable plan to interact effectively with project stakeholders  
*Correct. The key benefit of the Plan Stakeholder Engagement process is that it provides an actionable plan to interact effectively with the stakeholders.*
- D** Describes the product, service, or result boundaries and acceptance criteria  
*Incorrect. This answer choice describes the key benefit of the Define Scope process.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 516*



# PMP Exam Simulator



## PMP Exam 2

Question 18 of 200

Question ID: 612590

You are leading a corporate restructuring project. During a meeting intended to build support for the project among key stakeholders, a gap is uncovered with regard to conducting monthly audits for regulatory compliance. Specifically, the project management plan does not address who will be responsible for conducting this activity in the new organizational structure. Apparently, this project requirement was missed during project planning.

What should be done next to resolve this issue?

- A     Reevaluate the Collect Requirements process
- B     Capture the information in the lessons learned register
- C     Add a new risk to the risk register
- D     Submit a change request

✘ Question answered incorrectly

### Hint:

What action should be taken before the project management plan can be updated?

**Correct Answer: D**

### Explanation:

The question suggests that the Manage Stakeholder Engagement process was being performed when a missing project requirement was discovered. The project management plan, specifically the scope baseline which is part of the project management plan, needs to be updated to align the plan with project objectives. An update to the project management plan requires an approved change request. Therefore, of the available choices, the project manager should first submit a change request. Ideally, the issue described in the question should also be captured in the issue log first, but that option was not listed among the answer choices.

Note, while the *PMBOK® Guide* does not specify updates to the scope baseline as an output from the Manage Stakeholder Engagement process, the *PMBOK® Guide* does not restrict us either to using only those specified. The *PMBOK® Guide* reads, "Components of the project management plan that may require a change request for the project management plan include but are not limited to." Therefore, the scope baseline can also be updated as an output of that process.

**Details for Each Option:**

**A**    Reevaluate the Collect Requirements process

*Incorrect. The question indicates that a critical requirement was missed during project planning. To resolve the issue as required by the question, the project manager should first address it by updating the project management plan. Then, if needed, a reevaluation of the Collect Requirements process can be conducted.*

**B**    Capture the information in the lessons learned register

*Incorrect. The scenario states that a regulatory requirement was missed during the Collect Requirements process. This situation should be analyzed and captured along with its resolution (once the resolution is found) in the lessons learned register. However, capturing the information in the lessons learned register would not resolve the issue. The project manager should first resolve the gap uncovered during the stakeholder meeting by updating the project management plan before updating the lessons learned register.*

**C**    Add a new risk to the risk register

*Incorrect. The risk register is a project document in which outputs of risk management processes are recorded. While the issue identified at the meeting may or may not be considered a risk, the question asks what should be done next to 'resolve' the issue. Merely documenting the risk in the risk register would not resolve the issue.*

**D**    Submit a change request

*Correct. In this scenario, an important requirement was missed during project planning. The project management plan (specifically, the scope baseline) needs to be updated to align the plan with project objectives. An update to the project management plan requires an approved change request. Therefore, the next thing that should be done in this situation is to submit a change request.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 528*

# PMP Exam Simulator



## PMP Exam 2

Question 19 of 200

Question ID: 612146

A scheduling error occurred on a construction project that you are managing. The painting contractors arrived as scheduled, but the drywall was not yet finished. As the project manager, you want to know who was responsible for scheduling the contractors and who should be held accountable.

What tool or technique is most helpful in this situation?

- A Project organization charts
- B Resource management plan
- C Hierarchical charts
- D Responsibility assignment matrix

✘ Question answered incorrectly

### Hint:

Which of the answers is used to specifically define the involvement of the project team in project activities?

**Correct Answer: D**

### Explanation:

A RACI chart is a common type of responsibility assignment matrix (RAM) that uses responsible, accountable, consult, and inform statuses to define the involvement of stakeholders in project activities. A RACI chart is developed during the Plan Resource Management process, and it is the best tool to identify the responsible party for a project activity as well as who is accountable.

The resource management plan may contain project roles and responsibilities as well as the RAM. However, the question specifically asks for a tool or technique, and the resource management plan is a component of the project management plan and not a tool or technique. Therefore, the resource management plan can be eliminated as a correct response, making the assignment matrix the best answer to the question asked. It is important to read the question carefully especially when there are two potentially correct answers.

### Details for Each Option:

- A Project organization charts

*Incorrect. A project organization chart is a graphic display of project team members and their reporting relationships. However, the project organization chart will not likely contain information about assigned responsibilities for project activities.*

**B** Resource management plan

*Incorrect. The resource management plan may contain project roles and responsibilities, but the resource management plan is not a tool or technique as stated in the question.*

**C** Hierarchical charts

*Incorrect. Hierarchical charts can be used to show positions and relationships in a graphical, top-down format. The hierarchical charts are not typically a source of information regarding roles and responsibilities for project activities.*

**D** Responsibility assignment matrix

*Correct. A RACI chart is a common type of responsibility assignment matrix (RAM) that uses responsible, accountable, consult, and inform statuses to define the involvement of stakeholders in project activities. A RACI chart is the best tool to identify the responsible party for a project activity as well who is accountable.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 317*

# PMP Exam Simulator



## PMP Exam 2

Question 20 of 200

Question ID: 612542

A project to build a new amusement park has incurred price hikes in fuel and materials which have eroded the profitability of the venture.

What is the best course of action for the project manager to ensure these issues do not recur in the future?

- A** Purchase the materials in advance to lock in the price and submit a change request to update the procurement management plan accordingly
- B** Set up contracts with suppliers that specifies the cost in advance and capture the information in the lessons learned register
- C** Use the commodities markets to offset the price fluctuations and update the issue log
- D** Accept the price fluctuations as a cost of doing business

✗ Question answered incorrectly

### Hint:

The knowledge gained should be documented for use in the current project and archived for use in future projects.

**Correct Answer: B**

### Explanation:

All of the answer choices except accepting the risk represent actions that may address the issue of price fluctuations for the current project. Regardless of the action that is taken to reduce or eliminate the risk of cost increases, the knowledge gained should be captured in the lessons learned register. This information can then be used for the remainder of the current project. At the end of the project, the information contained in the lessons learned register is transferred to the lessons learned repository for use on future projects. Of the available options, capturing the knowledge gained in the lessons learned registry is the best way to avoid similar problems from occurring in the future for the current or subsequent projects.

Note, the question does not specify whether the project manager wants to make sure the issues described in the scenario do not recur for the remainder of the current project, or for the remainder of the current project 'and' future projects. The question just says, "do not recur in the future." Therefore, while selecting the correct answer, one should consider both the current and the subsequent projects.

**Details for Each Option:**



- A** Purchase the materials in advance to lock in the price and submit a change request to update the procurement management plan accordingly  
*Incorrect. An update to the procurement management plan may or may not be necessary for this scenario. Regardless, updating the procurement management plan will only influence the current project and will not prevent the issue from occurring on future projects.*
- B** Set up contracts with suppliers that specifies the cost in advance and capture the information in the lessons learned register  
*Correct. Regardless of the action that is taken to reduce or eliminate the risk of cost increases, the information should be captured in the lessons learned register. This information can then be used for the remainder of the current project. At the end of the project, the information contained in the lessons learned register is transferred to the lessons learned repository for use on future projects.*
- C** Use the commodities markets to offset the price fluctuations and update the issue log  
*Incorrect. The problem with price fluctuations described by the question should be included in the issue log. However, the issue log will only be useful for the current project and will not prevent a similar problem from recurring on a future project.*
- D** Accept the price fluctuations as a cost of doing business  
*Incorrect. The performing organization may or may not decide to accept the risk associated with the price fluctuations. However, the question is asking for the best course of action to avoid the problems in the future. Accepting the risk of price fluctuations does not address the question that was asked.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 270*

# PMP Exam Simulator



## PMP Exam 2

Question 21 of 200

Question ID: 612557

You have just been hired by a decades-old construction company to lead a custom home construction project. The project has been plagued by thefts occurring at night. You have read the project management plan and all project documents, none of which addresses the theft issue.

What should you do next?

- A Set up motion-sensing cameras throughout the subdivision
- B Hire a nighttime security guard
- C Review the organizational process assets
- D Check the lessons learned register

✗ Question answered incorrectly

### Hint:

Where might knowledge gained from past projects be found?

**Correct Answer: C**

### Explanation:

The question states that the performing organization has been in business for decades. It is very likely that the theft issue has been encountered in previous projects. Before taking any action to address the theft issue, it is best to take advantage of the knowledge gained over the decades the company has been in business to determine the best course of action. The organizational process assets include the lessons learned repository. The lessons learned repository is an archive of knowledge gained from past projects, which can be used to improve performance on your current project. Of the available options, reviewing the organizational process assets is the best way to determine the best course of action to address the theft issue.

### Details for Each Option:

- A Set up motion-sensing cameras throughout the subdivision  
*Incorrect. Motion-sensing cameras may or may not be an effective way to address the theft problem. Given that the company has been in business for decades it is highly likely that this is not a new issue. Before taking any action, it would be best to see if these problems had been encountered on any previous projects, and, if so, what actions were taken and what was the result.*

**B** Hire a nighttime security guard

*Incorrect. A security guard may or may not stop the thefts. The question states that the performing organization has been in business for decades. It seems reasonable that the company has prior experience in dealing with theft. It would be best to first take advantage of past experience to determine the best course of action, which may or may not include hiring a security guard.*

**C** Review the organizational process assets

*Correct. The organizational process assets include the lessons learned repository. The lessons learned repository is an archive of knowledge gained from past projects. Before taking any action to address the theft issue, it is best to take advantage of the knowledge gained over the decades the company has been in business to determine the best course of action.*

**D** Check the lessons learned register

*Incorrect. The question states that you, as the project manager, have already reviewed the project management plan and all project documents, and no information was found regarding the theft issue. The lessons learned register is one of the project documents. Therefore, there is no relevant information contained in the lessons learned register.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 110*

# PMP Exam Simulator



## PMP Exam 2

Question 22 of 200

Question ID: 613639

You are taking over a wastewater treatment project from an experienced colleague who is retiring. During the handoff, the retiring project manager suggests that ten large valves required for the project be ordered immediately since they are long lead items from the vendor. This information is recorded in the project assumption log. A delay in the valves delivery could delay the project. The valves are very costly, and you are not sure about spending so much money this so early in the project which is still in planning.

What is the best course of action?

- A** Order the valves and make sure they are categorized correctly as critical items in the project resource management plan.
- B** Request the project sponsor to prevent the retiring project manager from leaving the company before completing the project.
- C** Negotiate for five valves since it will only expend half of the budget for these items and will not raise unwanted attention.
- D** Ignore the retiring project manager's suggestion since in the global marketplace, any item can be procured at any time on demand.

✘ Question answered incorrectly

### Hint:

Resource planning is used to determine and identify an approach to ensure that sufficient resources are available for the successful completion of the project.

**Correct Answer: A**

### Explanation:

Based on the scenario described, the Plan Resource Management process is underway, and expert judgment is an important tool and technique of that process. Not only does the outgoing project manager have industry experience, but also has knowledge and suggestions specific to the requirements of this project. You, as the project manager, should be aware of any issues that have potential risk to the project's success and act accordingly to reduce the risk and increase the chances of project success. Of the choices available, moving forward and ordering the purchase of the valves is the best course of action to take in this situation. In addition, these valves should be categorized correctly as critical items in the project resource management plan.

### Details for Each Option:

- A** Order the valves and make sure they are categorized correctly as critical items in the project resource management plan.  
*Correct. The retiring project manager's expert judgment and experience is an important tool. Since the long lead condition was recorded in the assumption log regarding the availability of these items, the project manager should trust the advice and categorize the procurement of these valves as a top priority.*
- B** Request the project sponsor to prevent the retiring project manager from leaving the company before completing the project.  
*Incorrect. Based on the scenario described, the decision to retire has been made, and the project is re-assigned to you. Requesting to delay the retirement of your colleague sounds unethical.*
- C** Negotiate for five valves since it will only expend half of the budget for these items and will not raise unwanted attention.  
*Incorrect. The project requires ten valves. In all cases, a half-delivered project is not a complete project. In addition, a project manager has the authority to spend the budget on project costs in accordance with the project resource management plan.*
- D** Ignore the retiring project manager's suggestion since in the global marketplace, any item can be procured at any time on demand.  
*Incorrect. These items are already known to be long lead items. Ignoring the advice of an experienced project manager would be an irresponsible action. Also, as the project manager, you should exercise caution when considering the potential risk to the project based on the limited availability of resources.*

### Reference:

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 315*

# PMP Exam Simulator



## PMP Exam 2

Question 23 of 200

Question ID: 650102

It has been decided that a project will be managed using an agile framework. The project is now in execution.

In this adaptive environment, what should be the focus of the project manager?

- A Performing detailed product planning and delivery
- B Building a collaborative decision-making environment
- C Holding the project team accountable for deadlines
- D Planning what will be accomplished during each iteration

✗ Question answered incorrectly

### Hint:

Agile teams are self-organizing, and they are empowered to organize and manage their own work.

**Correct Answer: B**

### Explanation:

The expectations of the project manager do not change in an adaptive environment, but control of the detailed product planning and delivery is delegated to the team. The project manager's focus is on building a collaborative decision-making environment and ensuring the team has the ability to respond to changes. When an agile framework is being used, the project manager assumes a more supportive role as a servant leader. The incorrect answer choices are all examples of a project manager taking direct control over project planning and work which is inconsistent with agile best practices. Therefore, of the available choices, building a collaborative decision-making environment is the best answer to the question asked.

### Details for Each Option:

- A Performing detailed product planning and delivery  
*Incorrect. In an adaptive environment, control of the detailed product planning and delivery is delegated to the project team rather than performed by the project manager.*
- B Building a collaborative decision-making environment

*Correct. When using an agile framework, the project manager's focus is on building a collaborative decision-making environment and ensuring the team has the ability to respond to changes.*

**C** Holding the project team accountable for deadlines

*Incorrect. Agile teams are self-organizing, and they are empowered to organize and manage their own work. Agile team members are held accountable by the team, and the project manager assumes a more supportive role in guiding the team to achieve project objectives.*

**D** Planning what will be accomplished during each iteration

*Incorrect. In an agile environment, it is the development team, not the project manager, who plans the work that will be accomplished during each iteration as part of the iteration planning meeting. The project manager's role is to act as the facilitator of the iteration planning meeting.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 74*

# PMP Exam Simulator



## PMP Exam 2

Question 24 of 200

Question ID: 612043

During project execution, the new state-of-the-art technology that is used on the project to produce the deliverables is unstable, which puts the whole project at risk of failure. Your sponsor is on vacation and cannot be reached. To get immediate attention to the issue, you want to know what is the escalation procedure.

What should you do next?

- A Consult the communications management plan
- B Consult the risk register
- C Consult the stakeholder engagement plan
- D Submit a change request to replace the technology

✗ Question answered incorrectly

### Hint:

What plan outlines how information will be shared?

**Correct Answer: A**

### Explanation:

The communications management plan is a component of the project management plan that describes how project communications will be planned, structured, implemented, and monitored for effectiveness. The plan contains information such as stakeholder communication requirements, what information will be communicated, the reason for the distribution of information, and escalation processes. In the scenario, you need immediate action, and your sponsor is unavailable. You should consult the communications management plan to understand the escalation process for the project.

### Details for Each Option:

- A Consult the communications management plan

*Correct. The communications management plan describes how project communications will be planned, structured, implemented, and monitored for effectiveness. The plan contains information on escalation processes; therefore, the communications management plan would be the best document to consult.*

- B Consult the risk register



*Incorrect. The risk register provides details of identified individual project risks along with their risk responses. While the risk described in the scenario may be documented in the risk register along with its corresponding risk response, the question asks what you should do next to find the escalation procedure rather than address the risk. The risk register does not contain information on the escalation procedure making this choice an incorrect answer.*

**C** Consult the stakeholder engagement plan

*Incorrect. The stakeholder engagement plan identifies the strategies and actions required to promote the productive involvement of stakeholders in decision making and execution. Escalation processes are not addressed in the stakeholder engagement plan.*

**D** Submit a change request to replace the technology

*Incorrect. Although a change request may be required to address the issue with the technology, the question is asking to select the answer choice that describes your next step in escalating the matter for immediate attention. Submitting a change request is not likely to draw the immediate attention of the relevant stakeholders and is, therefore, not the best answer to the question asked.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 377*

# PMP Exam Simulator



## PMP Exam 2

Question 25 of 200

Question ID: 612571

A project team member has been tasked to develop the change management plan. The team member is looking for the approved template of the change management plan.

What is the best course of action for the team member?

- A Check the organizational process assets
- B Use a change management plan from the previous project
- C Research the lessons learned repository
- D Find a suitable template from an Internet search

✗ Question answered incorrectly

### Hint:

Where are project templates likely to be stored?

### Correct Answer: A

### Explanation:

The question implies that the Develop Project Management Plan process is being performed. The change management plan is a component of the project management plan. Organizational process assets serve as an input into the Develop Project Management Plan process and may include templates, which can be used to develop the project management plan. The organizational process assets are readily available to the project team and should be the first place to check for an approved template of the change management plan.

### Details for Each Option:

- A Check the organizational process assets

*Correct. An approved template for the change management plan is considered an organizational process asset. The organizational process assets are readily available to the project team and should be the first place to check.*

- B Use a change management plan from the previous project

*Incorrect. When maintained properly, the most up-to-date templates of the components of the project management plan are typically available in the organizational process assets of the company. Using a change management plan from the previous project may risk having an outdated template.*

**C** Research the lessons learned repository

*Incorrect. The lessons learned repository is a store of historical information about lessons learned from projects. The lessons learned repository does not have an approved template for a change management plan.*

**D** Find a suitable template from an Internet search

*Incorrect. Project management templates are readily available from the Internet. However, the question is asking for an 'approved' template. A template downloaded from the Internet would not likely be an approved version.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 84*

# PMP Exam Simulator



## PMP Exam 2

Question 26 of 200

Question ID: 612583

A project manager is leading a corporate reorganization project, which will consolidate and centralize operational support at the corporate headquarters. Initially, the sales directors were supportive of the project but have recently raised concerns about losing direct control over operations. These concerns have begun to erode support for the project, and a few sales directors have become resistant.

What should the project manager do first?

- A Update the stakeholder engagement plan
- B Capture the issue in the issue log
- C Terminate the project
- D Submit a change request

✘ Question answered incorrectly

### Hint:

Where should current conditions or situations that may have an impact on the project be recorded?

**Correct Answer: B**

### Explanation:

An issue is a current condition or situation that may have an impact on the project. Issues should be documented in the issue log as they are identified. The stakeholder's concerns described in the scenario are considered issues and, therefore, should be documented in the issue log along with any assigned action items associated with managing the issue. In this case, the concerns raised by the sales directors should be captured in the issue log where the issue can be analyzed, and a determination made as to the appropriate action to be taken. The incorrect answer choices represent actions that may or may not be performed as a result of the problem described by the question. But the first thing the project manager should do is to capture the concerns in the issue log.

### Details for Each Option:

- A Update the stakeholder engagement plan

*Incorrect. The stakeholder engagement plan is a component of the project management plan and, as such, requires an approved change request to be updated. Even if the stakeholder engagement plan will need to be updated, this update is not the first step for the project manager to take. First, the issue should be captured in the issue log, and if*

*the resolution of the issue will warrant an update to the stakeholder engagement plan, the plan should be updated according to the organization's change control process via a change request.*

**B** Capture the issue in the issue log

*Correct. Any project or stakeholder concerns are documented in the issue log, as well as any assigned action items associated with managing the issue. In this case, the concerns raised by the sales directors should be captured in the issue log where the issue can be analyzed, and a determination made as to the appropriate action to be taken.*

**C** Terminate the project

*Incorrect. Terminating the project is an extreme response, and there is no information presented by the question to suggest that the project should be terminated, making this a premature action. The issue should first be analyzed to determine the appropriate course of action.*

**D** Submit a change request

*Incorrect. It is possible that components of the project management plan may need to be updated to address the concerns of the sales directors which requires an approved change request, but that cannot be determined from the description provided by the question. Regardless, the issue should first be captured in the issue log to assign a responsible party to research and analyze the issue and recommend an appropriate course of action.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 525*

# PMP Exam Simulator



## PMP Exam 2

Question 27 of 200

Question ID: 612267

A change request has been approved to add scope to a project. The change allows the project to be completed a month later with a budget increase of \$10,000.

What should the project manager do next?

- A Add resources to bring the schedule back on track
- B Use management reserves to cover the cost of the change
- C Update the requirements management plan
- D Communicate the change to the relevant stakeholders

✘ Question answered incorrectly

### Hint:

What should be done when a decision on a change request is made?

**Correct Answer: D**

### Explanation:

As a project manager, you have the responsibility to ensure that all change requests are reviewed and analyzed using the Perform Integrated Change Control process established for the project. As part of this process, the decisions made on the change requests should be communicated to the request owner or group. In the scenario, the decision has been made (the change request has been approved); therefore, the decision should be communicated to the relevant stakeholders. Typically, the decisions are communicated in accordance with the guidelines specified in the project's communications management plan which establishes how, when, and by whom information about the project will be administered and disseminated.

### Details for Each Option:

- A Add resources to bring the schedule back on track  
*Incorrect. Adding resources to compress the schedule is known as crashing. According to the scenario, the change request was approved, meaning the fact the project will be completed a month later has been accepted. Therefore, while crashing can be applied, it is not necessary.*
- B Use management reserves to cover the cost of the change

*Incorrect. Management reserves are used to cover unforeseen work. It is unclear from the scenario if there is a need to use management reserves at this point. First, contingency reserves should be analyzed to see if the change in scope was identified as a risk earlier in the project, and whether or not contingency reserves were allocated to respond to the risk.*

**C** Update the requirements management plan

*Incorrect. The requirements management plan is a component of the project management plan that establishes how the requirements will be analyzed, documented, and managed. It is unlikely that this plan will require an update as a result of scope changes.*

**D** Communicate the change to the relevant stakeholders

*Correct. Communicating decisions made on the change requests is part of the Perform Integrated Change Control process described in the scenario and is, therefore, the best answer to the question asked.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 120*

# PMP Exam Simulator



## PMP Exam 2

Question 28 of 200

Question ID: 612391

Early in project execution, a hurricane destroys the equipment and materials that had been delivered to the project site. A risk response is implemented by collecting an insurance payout. The project manager determines that by using the insurance payout, contingency reserves, and management reserves, the project can be restarted without increasing the project budget.

What should the project manager do next?

- A Submit a change request to update the cost baseline
- B Restart project execution since the project budget is not affected
- C Submit a change request to access the contingency reserves
- D Hold a bidder conference to purchase new equipment and materials

✘ Question answered incorrectly

### Hint:

Management reserves are not included in the cost baseline.

### Correct Answer: A

### Explanation:

The question suggests that a natural disaster occurred during project execution which triggered the Implement Risk Responses process. If the impact on the project can be recovered without affecting the project baselines, then the project manager might restart project execution without submitting a change request. In this case, however, the scenario suggests the use of management reserves is necessary to restart project execution. Management reserves are not included in the cost baseline. Management reserves are added on top of the cost baseline to form the overall project budget. An approved change request is required to transfer funds from management reserves into the cost baseline. Once the required portion of management reserves has been released and moved from management reserves to the cost baseline, the project manager can access the funds as part of the cost baseline and restart project execution. Therefore, of the choices offered, the next thing for the project manager to do in this scenario is to submit a change request to update the cost baseline.

Note, the correct answer choice does not elaborate what exactly the change request is for. Prospective PMP aspirants should keep in mind that not only the questions but also the answer choices on the real PMP exam can be ambiguous. Therefore, as we always recommend, select the best choice of those provided even if the choice does not look/sound to you like the perfect/ideal answer or the answer with wording which you would prefer to see as one of the options.



### Details for Each Option:

- A** Submit a change request to update the cost baseline

*Correct. An approved change request is required to transfer the funds from management reserves into the cost baseline. Once the funds from the management reserves have been released, the project manager can access the funds as part of the cost baseline.*

- B** Restart project execution since the project budget is not affected

*Incorrect. Even though the project budget is not affected at this point, the cost baseline is insufficient to cover project costs without accessing management reserves. Although management reserves are included in the project budget, they are not part of the cost baseline. Therefore, a change request must first be approved before any portion of management reserves can be transferred to the cost baseline, and the project can be restarted.*

- C** Submit a change request to access the contingency reserves

*Incorrect. Contingency reserves are part of the cost baseline and can be accessed without affecting the cost baseline, thus not requiring a change request. Additionally, restarting project execution requires more than just contingency reserves. Therefore, this answer choice is incorrect for at least these two reasons.*

- D** Hold a bidder conference to purchase new equipment and materials

*Incorrect. A bidder conference is a meeting between the buyer and prospective sellers prior to proposal submittal. There is not enough information in the question to determine if the equipment and materials should be procured or are part of the resources provided by the performing organization. Even if they should be procured, it is reasonable to assume that the organization will use the same vendor(s) that has delivered the original resources. If the original vendor(s) is unable to supply, a bidder conference is typically held to address a solution rather than purchase equipment and/or materials. For this choice to be a correct answer, many assumptions (some of them unreasonable) should be made.*

### Reference:

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 254-255, 451*

# PMP Exam Simulator



## PMP Exam 2

Question 29 of 200

Question ID: 612898

As part of project initiation, the project manager reviews the business documents, creates the stakeholder register, and helps the sponsor with the development of the project charter.

What else should the project manager do before moving on to project planning?

- A Develop the stakeholder engagement plan
- B Conduct a benefit analysis with relevant stakeholders
- C Send bid documents to prospective sellers
- D Determine the project budget and develop the schedule

✗ Question answered incorrectly

### Hint:

Think about the activities outlined in the Project Management Professional (PMP)® Examination Content Outline.

### Correct Answer: B

### Explanation:

The Project Management Professional (PMP)® Examination Content Outline contains a list of tasks for each domain, with which PMP aspirants are expected to be familiar. Task 7 of the initiating domain states, "Conduct benefit analysis with relevant stakeholders to validate project alignment with organizational strategy and expected business value." All tasks associated with the Initiating Process Group should be completed before starting project planning. Of the available choices, conducting the benefits analysis with relevant stakeholders is the only other task which belongs to the Initiating Process Group, making that choice the best answer to the question asked.

### Details for Each Option:

- A Develop the stakeholder engagement plan  
*Incorrect. The stakeholder engagement plan is developed as part of project planning as an output of the Plan Stakeholder Engagement process. The question is asking for an activity that is completed during project initiation rather than project planning.*
- B Conduct a benefit analysis with relevant stakeholders

*Correct. Task 7 of the initiating domain from The Project Management Professional (PMP)® Examination Content Outline states, "Conduct benefit analysis with relevant stakeholders to validate project alignment with organizational strategy and expected business value."*

- C** Send bid documents to prospective sellers

*Incorrect. Bid documents are developed during the Plan Procurement Management process and are used to solicit proposals from prospective sellers during the Conduct Procurements process. The scenario describes a project in initiation. Sending bid documents to prospective sellers during project initiation is premature.*

- D** Determine the project budget and develop the schedule

*Incorrect. Both project budget and schedule are developed/determined as part of project planning, while the scenario describes a project in initiation.*

**Reference:**

Project Management Professional (PMP)® Examination Content Outline, Project Management Institute Inc., June 2015, Domain I, Task 7

# PMP Exam Simulator



## PMP Exam 2

Question 30 of 200

Question ID: 612143

A project manager is creating a draft of the project charter. He is currently identifying the key deliverables based on the business requirements.

What purpose does the identification of the key deliverables serve?

- A Managing customer expectations and directing the achievement of project goals
- B Supporting the evaluation of the feasibility of new projects or services
- C Proposing an implementation strategy
- D Aligning expectations and gaining support for the project

✗ Question answered incorrectly

### Hint:

The correct answer is represented by task #2 of the initiating domain.

### Correct Answer: A

### Explanation:

The Project Management Professional (PMP)<sup>®</sup> Examination Content Outline contains a list of tasks for each domain, with which PMP aspirants are expected to be familiar. The correct answer is represented by task #2 of the initiating domain which states, "Identify key deliverables based on the business requirements in order to manage customer expectations and direct the achievement of project goals." The incorrect answer choices are represented by other tasks of the initiating domain.

### Details for Each Option:

- A Managing customer expectations and directing the achievement of project goals  
*Correct. Task #2 of the initiating domain states, "Identify key deliverables based on the business requirements in order to manage customer expectations and direct the achievement of project goals."*
- B Supporting the evaluation of the feasibility of new projects or services

*Incorrect. Task #1 of the initiating domain states, "Perform project assessment based upon available information, lessons learned from previous projects, and meetings with relevant stakeholders in order to support the evaluation of the feasibility of new products or services within the given assumptions and/or constraints." Therefore, this answer choice can be eliminated.*

**C** Proposing an implementation strategy

*Incorrect. Task #4 of the initiating domain states, "Identify high-level risks, assumptions, and constraints based on the current environment, organizational factors, historical data, and expert judgment, in order to propose an implementation strategy." Therefore, this is not the correct option.*

**D** Aligning expectations and gaining support for the project

*Incorrect. Task #3 of the initiating domain states, "Perform stakeholder analysis using appropriate tools and techniques in order to align expectations and gain support for the project." Therefore, this option is incorrect.*

**Reference:**

Project Management Professional (PMP)<sup>®</sup> Examination Content Outline, Project Management Institute Inc., June 2015, Domain I, Task 2

# PMP Exam Simulator



## PMP Exam 2

Question 31 of 200

Question ID: 610056

In the middle of the construction of a new water treatment plant, the government established more stringent water quality requirements for treatment plants.

What should the project manager do next?

- A Submit a change request to update the quality management plan
- B Update the quality management plan due to the legal requirement
- C Ask the project sponsor to update the project charter
- D Update the scope baseline to reflect the changes

✗ Question answered incorrectly

### Hint:

The quality management plan is a subsidiary of the project management plan.

### Correct Answer: A

### Explanation:

The question indicates that the quality standards of the project deliverable must be updated to meet new regulatory requirements. Quality standards are a component of the quality management plan. The quality management plan is a component of the project management plan. If changes that impact any of the components of the project management plan occur during project execution, the project manager should submit a change request and follow the Perform Integrated Change Control process.

### Details for Each Option:

- A Submit a change request to update the quality management plan  
*Correct. Quality standards are a component of the quality management plan. The quality management plan is a component of the project management plan. An update to the project management plan should be preceded by the submission of a change request followed by the execution of the Perform Integrated Change Control process.*
- B Update the quality management plan due to the legal requirement

*Incorrect. A change request should be submitted before updating the project management plan. Since the quality management plan is a subsidiary of the project management plan, a change request should be submitted first. Therefore, this answer choice can be eliminated.*

- C** Ask the project sponsor to update the project charter

*Incorrect. The project sponsor may need to be informed of significant changes in the project. However, the project manager is responsible for managing the project and implementing any required changes. Also, the project charter is not typically updated or amended with this type of changes. Therefore, this response is not the best answer choice.*

- D** Update the scope baseline to reflect the changes

*Incorrect. A change request must first be submitted before any baseline can be changed. Therefore, updating the scope baseline should not be the next action for the project manager to take.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 296, 286*

# PMP Exam Simulator



## PMP Exam 2

Question 32 of 200

Question ID: 612475

Senior management has asked you to perform the necessary analysis to identify the leading causes of the defects on your project. As a result of your analysis, you have identified the main contributors of defects and listed them in order of frequency of occurrence in the form of a histogram.

Which type of chart have you created?

- A Pareto chart
- B Flowchart
- C Gantt chart
- D Control chart

✗ Question answered incorrectly

### Hint:

This chart is most closely related to a principle which suggests that 80% of defects are caused by 20% of the identified contributors.

### Correct Answer: A

### Explanation:

A Pareto chart is a type of histogram that shows how many results were created by each identified cause and then places them in order of occurrence. The primary purpose of a Pareto chart, as it relates to quality management, is to determine the main contributors of defects thereby allowing any corrective action to focus on the defects which have the largest impact. The Pareto chart is related to the Pareto principle which suggests that 80% of defects are caused by 20% of the identified contributors. While the topic of specific types of histograms, such as a Pareto chart, are not specifically included in the *PMBOK® Guide*, the Project Management Professional (PMP)® Examination Content Outline, June 2015, covers knowledge and skills, such as quality assurance and control techniques, with which prospective PMP aspirants are expected to be familiar.

### Details for Each Option:

- A Pareto chart



*Correct. A Pareto chart is a type of histogram that shows how many results were created by each identified cause and then places them in order of occurrence. The primary purpose of a Pareto chart, as it relates to quality management, is to determine the main contributors of defects.*

**B** Flowchart

*Incorrect. A flowchart is a depiction in a diagram format of the inputs, process actions, and outputs of one or more processes within a system. A flowchart does not take the form of a histogram nor does it display the identified causes in order of frequency of occurrence.*

**C** Gantt chart

*Incorrect. A Gantt chart is a bar chart of schedule information where activities are listed on the vertical axis, dates are shown on the horizontal axis, and activity durations are shown as horizontal bars placed according to start and finish dates. The chart in the scenario is used to represent defects and their causes rather than schedule information.*

**D** Control chart

*Incorrect. Control charts are used to determine whether or not a process is stable or has predictable performance. Control charts are not used to display problems and their causes, nor do they take the form of a histogram.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 293, 304; see also*

# PMP Exam Simulator



## PMP Exam 2

Question 33 of 200

Question ID: 612476

Due to a large number of team members working remotely and the time differences between them, you are having difficulty coordinating meetings with team members. This situation negatively impacts team cohesion.

Which of the following tools would be the most beneficial for you to use?

- A Interpersonal skills
- B Conflict management
- C Communication technology
- D Team performance assessments

✗ Question answered incorrectly

### Hint:

Which tool used in the Develop Team process focuses on enhancing communications among project team members and is particularly beneficial with virtual teams?

**Correct Answer: C**

### Explanation:

The Develop Team process has the following tools and techniques:

- Colocation
- Virtual teams
- Communication technology
- Interpersonal and team skills
- Recognition and rewards
- Training
- Individual and team assessments
- Meetings

In this scenario, the project is having communication and coordination challenges resulting from being a virtual team. Communication technology is the best answer choice because it can provide virtual team members with shared repositories for information sharing and more interactive forms of communication, such as video and audio conferencing, to enhance understanding and coordination. The other answer choices are also tools used to develop project teams, but

they focus on issues that are not as relevant to the problem here, such as enhancing interpersonal relations among team members, resolving conflict, or evaluating team performance. Therefore, communication technology is the best answer choice.

#### Details for Each Option:

**A** Interpersonal skills

*Incorrect. In this scenario, the main problem is coordination and communication, not interpersonal relations within the project team. Therefore, this is not the best technique to use in this case.*

**B** Conflict management

*Incorrect. The project team is not experiencing conflict per se, but rather having difficulties in coordination and communication stemming from physical distance between team members, which can be addressed through communication technology such as video and audio conferencing.*

**C** Communication technology

*Correct. Communication technology is one of the defined tools of the Develop Team process. As a virtual team, the project manager should try to employ better communication technology to enhance communication and coordination among team members. Examples of communication technology that may be used include shared repositories for information sharing (e.g., websites and collaboration software), video conferencing, audio conferencing, and email/chat communications.*

**D** Team performance assessments

*Incorrect. Team assessments are evaluations of the project team's performance and are a tool used to identify team strengths and weaknesses. In this scenario, the project manager has already assessed the team's performance and identified problem areas and is now looking for tools to enhance communications among team members. Therefore, this would not be the best answer choice.*

#### Reference:

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 340*

# PMP Exam Simulator



## PMP Exam 2

Question 34 of 200

Question ID: 613664

As part of the routine activities to monitor and control the performance of your project, you determine that the project SPI is 0.8. In order to get the schedule back into alignment with the plan, you authorize the overtime pay for the project team.

Which of the following best describes the tool or technique you used to align the schedule?

- A Scheduling tool
- B Schedule compression
- C Leads and lags
- D Fast tracking

✗ Question answered incorrectly

### Hint:

Crashing the schedule is an example of what type of technique?

**Correct Answer: B**

### Explanation:

One of the tools and techniques associated with the Control Schedule process is schedule compression. One type of schedule compression technique is crashing. Crashing involves adding resources to an activity on the critical path to shorten the duration. The payment of overtime as described in the question is an example of crashing. The schedule compression technique of crashing is being used in this scenario to bring the schedule back into alignment with the plan.

### Details for Each Option:

- A Scheduling tool

*Incorrect. A scheduling tool is a tool that provides schedule component names, definitions, structural relationships, and formats that support the application of a scheduling method. Overtime pay is not part of this tool, making this choice an incorrect answer.*

- B Schedule compression

*Correct. Overtime pay is an example of crashing which is one of the schedule compression techniques making this choice the best answer to the question asked.*

**C** Leads and lags

*Incorrect. While leads and lags can be useful in bringing a schedule back into alignment with the plan, this technique does not include overtime pay which is what described in the question.*

**D** Fast tracking

*Incorrect. Although fast tracking is considered a schedule compression technique, it does not typically include overtime pay. Therefore, fast tracking is not the best answer to the question asked.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 215, 228*

# PMP Exam Simulator



## PMP Exam 2

Question 35 of 200

Question ID: 613779

A project manager is seeking a vendor. In an effort to streamline the seller selection process, the project manager checks the company's organizational process assets for a document that will provide the names of vendors that have already been properly vetted.

What document is the project manager searching for in this situation?

- A** Vendor register
- B** Preapproved seller lists
- C** Lessons learned register
- D** Stakeholder register

⊗ Question answered incorrectly

### Hint:

What organizational process asset contains a list of approved sellers that have been properly vetted?

**Correct Answer: B**

### Explanation:

The question suggests that the project team is performing the Plan Procurement Management process. Organizational process assets including preapproved seller lists are an input to the Plan Procurement Management process. A preapproved seller list is a project document containing the names of sellers that have been properly vetted. The advantage of using a preapproved seller list is that it can streamline the steps needed to advertise the opportunity and shorten the duration of the seller selection process. The preapproved seller list is the document that the project manager needs to refer to in this case.

### Details for Each Option:

- A** Vendor register  
*Incorrect. 'Vendor register' is a fake term made up for this question.*
- B** Preapproved seller lists

*Correct. A preapproved seller list is a project document containing the names of sellers that have been properly vetted. The advantage of using a preapproved seller list is that it can streamline the steps needed to advertise the opportunity and shorten the duration of the seller selection process.*

**C** Lessons learned register

*Incorrect. Lessons learned register is a project document used to record knowledge gained during a project so that it can be used in the current project and entered into the lessons learned repository. The lessons learned register does not contain a list of vetted vendors.*

**D** Stakeholder register

*Incorrect. Stakeholder register is a project document including the identification, assessment, and classification of project stakeholders. The stakeholder register does not contain the names of vendors that have already been properly vetted. Note, once the vendor is selected, it should be added to the stakeholder register.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 471*

# PMP Exam Simulator



## PMP Exam 2

Question 36 of 200

Question ID: 612551

A project manager and team are in the process of finalizing all project activities. They have obtained final acceptance and transferred ownership of deliverables, obtained administrative closure, collated lessons learned, archived all project documents, and obtained feedback from relevant stakeholders. Finally, the project manager and team have been released and reassigned to other assignments.

Based on the information provided, what might have been forgotten?

- A Verifying that project deliverables conform to the quality management plan
- B Reviewing and assessing detailed project requirements
- C Preparing and sharing the final project report
- D Conducting benefit analysis with relevant stakeholders

✘ Question answered incorrectly

### Hint:

Which of the answer choices is an activity associated with the Close Project or Phase process?

**Correct Answer: C**

### Explanation:

The Project Management Professional (PMP)® Examination Content Outline contains a list of tasks for each domain, with which PMP aspirants are expected to be familiar. Task #4 from the closing domain states, "Prepare and share the final project report according to the communications management plan in order to document and convey project performance and assist in project evaluation." All of the incorrect answer choices represent tasks that should be completed as part of process groups other than the Closing Process Group. The information provided by the question suggests that all of the tasks associated with project closure have been completed except for the preparation and communication of the final project report.

### Details for Each Option:

- A Verifying that project deliverables conform to the quality management plan  
*Incorrect. The question states that final acceptance has been obtained which suggests that the project deliverables conform to the quality management plan otherwise they would not have been accepted. Additionally, the question implies that the Close Project or Phase process is being performed and this answer choice represents an activity*



associated with the Monitoring and Controlling Process Group.

**B**     Reviewing and assessing detailed project requirements

*Incorrect. A review and assessment of detailed project requirements would have been completed much earlier in the project as part of project planning. However, the question implies that the project team is performing the Close Project or Phase process.*

**C**     Preparing and sharing the final project report

*Correct. The information provided by the question suggests that all of the tasks associated with project closure have been completed except for the preparation and communication of the final project report.*

**D**     Conducting benefit analysis with relevant stakeholders

*Incorrect. The benefits analysis is completed during project initiation rather than during project closure as suggested by the question.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 127-128, 121; see also Project Management Professional (PMP)® Examination Content Outline, Project Management Institute Inc., June 2015, Domain 5, Task 4*

# PMP Exam Simulator



## PMP Exam 2

Question 37 of 200

Question ID: 610041

A company has authorized a dedicated change control board (CCB) to review and evaluate all change requests that are submitted for any project.

If the project sponsor is a member of the CCB, which of the following best describes an individual or group that can request a change on a project?

- A Project manager
- B Project sponsor
- C Project team
- D Any stakeholder

✗ Question answered incorrectly

### Hint:

The fact that the company authorizes a change control board (CCB) and the project sponsor is a member is irrelevant to the question asked.

**Correct Answer: D**

### Explanation:

Changes may be requested by any stakeholder involved with the project and may occur at any time throughout the project life cycle. The project manager, the project sponsor, and the project team are all project stakeholders and therefore, can request changes. All of the answer choices are technically correct, but the option of 'any stakeholder' provides a complete answer and is, therefore, the best answer to the question. Additionally, the fact that the company authorizes a change control board (CCB) and the project sponsor is its member is irrelevant to the question asked. It is essential to discern the relevant information of a question to select the best answer of the choices given.

### Details for Each Option:

- A Project manager

*Incorrect. The project manager may request a change, but so can any project stakeholder. Therefore, this answer choice is incomplete.*

- B Project sponsor

*Incorrect. The fact that the project sponsor is a member of the CCB is irrelevant. Although, the project sponsor can request a change, so can anyone involved in the project. As such, this is not the best answer choice.*

**C** Project team

*Incorrect. Any member of the project team may request a change, just as any other project stakeholder. Of the available answer choices, this is not the best option.*

**D** Any stakeholder

*Correct. Changes may be requested by any stakeholder involved with the project and may occur at any time throughout the project life cycle.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 115*

# PMP Exam Simulator



## PMP Exam 2

Question 38 of 200

Question ID: 613631

At a planning meeting with the stakeholders, an executive requested to see a top-down representation of all types of uncertainty for the project.

Which of the following should the project manager use to categorize sources of project uncertainties to address the executive's request?

- A Bar chart
- B Risk audit
- C Work breakdown structure (WBS)
- D Risk breakdown structure (RBS)

✗ Question answered incorrectly

### Hint:

What is uncertainty in project management?

**Correct Answer: D**

### Explanation:

The risk breakdown structure (RBS) is a hierarchical chart of possible sources of uncertainties, i.e., risks. The RBS is used to categorize the sources of project risks. The RBS is the de facto standard for grouping project risk sources. It helps management consider all the possible risks for a project and is what the document the executive in this scenario seeks. Per David Hillson (a.k.a., the risk doctor), "In the same way a work breakdown structure (WBS) presents project work in hierarchical, manageable and definable packages to provide a basis for project planning, communication, reporting and accountability, risk data can be organized and structured to provide a standard presentation of project risks that facilitates understanding, communication, and management."

### Details for Each Option:

- A Bar chart

*Incorrect. In project management, bar charts typically display schedule-related information, such as a Gantt chart. They do not show sources of project uncertainties.*

- B Risk audit

*Incorrect. A risk audit assesses the effectiveness of the risk management process. The question is asking to select the answer choice that represents a tool that can help the project manager categorize sources of project uncertainties, i.e., risks. The risk audit does not provide such categorizations and therefore is an incorrect answer choice.*

**C** Work breakdown structure (WBS)

*Incorrect. Although the WBS is a top-down chart, it contains the total scope of the project and does not specifically categorize potential risk sources. If a WBS grouping had a potential risk source, then the specific source of uncertainty (i.e., risk) would be included in the RBS.*

**D** Risk breakdown structure (RBS)

*Correct. The RBS is a hierarchical chart of possible risk sources. The project manager would create the RBS to categorize and group risk sources, which helps the team consider the full range of project risks that may arise.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 405; see also*

# PMP Exam Simulator



## PMP Exam 2

Question 39 of 200

Question ID: 612033

Senior management is considering a project to replace the company's inventory tracking system, and the pre-project work is underway. At this point, the project needs assessment has just been completed.

What should be done next?

- A Selecting a new inventory tracking system
- B Acquiring project team members
- C Carrying out the project kick-off meeting
- D Identifying key project deliverables

✗ Question answered incorrectly

### Hint:

The project is in its early initiation.

**Correct Answer: D**

### Explanation:

The Project Management Professional (PMP)® Examination Content Outline is a document that contains a list of tasks for each project domain tested on the PMP exam. To successfully pass the exam, the prospective PMP aspirants should be familiar with this document. The question indicates that task #1 of the initiating domain has just been completed, which includes the project needs assessment. Task #2 is to identify key deliverables based on the business requirements. While the Examination Content Outline does not specify the order of the tasks, of the choices provided, only the identification of key project deliverables is an activity performed during project initiation, which is the stage of the project described by the scenario. The other answer choices represent activities, which take place later in the project life cycle.

### Details for Each Option:

- A Selecting a new inventory tracking system  
*Incorrect. The question scenario suggests that senior management is still doing project pre-work. The project itself does not yet exist, and the project charter is not yet developed. Selecting a new inventory tracking system as a next step may be premature. Therefore, this choice is not the best answer.*
- B Acquiring project team members

*Incorrect. While some of the team members can be pre-assigned to the project as early as during project initiation, typically, the team is acquired during project execution, which has not yet started.*

**C** Carrying out the project kick-off meeting

*Incorrect. The project kick-off meeting is usually associated with the end of planning and the start of executing. According to the scenario, the project is still early in initiation.*

**D** Identifying key project deliverables

*Correct. The question indicates that task #1 of the initiating domain has just been completed, which includes the project needs assessment. Task #2 is to identify key deliverables based on the business requirements and is, therefore, the best answer to the question asked.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 30; see also Project Management Professional (PMP)® Examination Content Outline, Project Management Institute Inc., June 2015, Domain I, Task 2*

# PMP Exam Simulator



## PMP Exam 2

Question 40 of 200

Question ID: 613617

The change control board (CCB) is evaluating a recently submitted change request. The project sponsor wants to deny the request. Another stakeholder is in favor of deferring the request until a later date. The project manager and other stakeholders feel it is best to approve the request. The project manager is unsure how to proceed since there is disagreement among the stakeholders.

What should the project manager do?

- A     Defer the request until all of the stakeholders are in agreement
- B     Deny the request as the project sponsor has the final say
- C     Consult the project management plan
- D     Approve the request as the project manager has authority to decide for the group

✘ Question answered incorrectly

### Hint:

Where can you find information regarding the criteria to approve a change request?

**Correct Answer: C**

### Explanation:

The description provided by the question indicates that the Perform Integrated Change Control process is underway. One of the tools and techniques associated with the Perform Integrated Change Control process is decision making. Decision-making techniques include voting which can take the form of unanimity, majority, or plurality to decide whether to accept, defer, or reject a change request. The project management plan establishes the criteria for which change requests are approved, rejected, or deferred. Therefore, the project manager should consult the project management plan in order to determine the approved decision-making technique in this scenario.

Note, that the change management plan is the specific component of the project management plan that establishes the change control board and documents the extent of its authority. However, the change management plan was not listed as an answer choice. Since the change management plan is a subsidiary of the project management plan, consulting the project management plan is the best response.

**Details for Each Option:**



- A** Defer the request until all of the stakeholders are in agreement  
*Incorrect. Unanimity is a decision-making technique. However, there is not enough information in the question to determine if unanimity is the decision-making technique selected for the project to decide on whether to accept, reject, or defer change requests. The project manager should check the project management plan first to know the established criteria.*
- B** Deny the request as the project sponsor has the final say  
*Incorrect. It is possible that the project sponsor has the final say in deciding the outcome of a change request, but it is not known from the description in the question. The project manager should check the project management plan to understand the criteria for deciding change requests.*
- C** Consult the project management plan  
*Correct. The project manager should review the project management plan to understand what decision-making technique has been established and approved for the Perform Integrated Change Control Process on the project.*
- D** Approve the request as the project manager has authority to decide for the group  
*Incorrect. Autocratic decision making is a decision-making technique in which one individual takes responsibility for making the decision for the entire group. From the details in the question, it is not known if the project manager has the authority to make the decision. The project manager should review the project management plan first.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 113, 115, 119*

# PMP Exam Simulator



## PMP Exam 2

Question 41 of 200

Question ID: 610073

During an initial project planning meeting, the project team decides to save a portion of cost estimates in the work package to offset the potential risk of advances in technology, which would make their current equipment obsolete.

What is the best course of action for the project manager?

- A Create a management reserve
- B Submit a change request
- C Create a contingency reserve
- D Do nothing as the risk has not yet realized

✗ Question answered incorrectly

### Hint:

The project manager and team have set aside a budget for an unplanned event.

### Correct Answer: C

### Explanation:

The scenario describes a project in planning. Specifically, it can be implied that the team carries out the Estimate Costs process. Reserve analysis is an example of the data analysis tools and techniques applicable to this process. Cost estimates may include contingency reserves to account for cost uncertainty. The project team has decided to set aside a contingency reserve for the potential risk of possible technological advances that, if realized, would make their equipment obsolete. According to the scenario, the project is in planning. Since there is no information stating that the project management plan has already been approved, one can make the reasonable assumption that project baselines have not yet been finalized. As a result, the best course of action for the project manager is creating a contingency reserve.

### Details for Each Option:

- A Create a management reserve

*Incorrect. A management reserve is an amount of the project budget or project schedule that is held outside of the performance measurement baseline (PMB) for management control purposes and is reserved for unforeseen work that is within the scope of the project. In other words, a management reserve is a predefined amount of time and/or*

money set aside for unknown risk events. It typically requires approval from someone above the project manager's authority level, such as the project sponsor. As the risk event described in the scenario is known, it would not mandate the creation of a management reserve, but a contingency reserve.

**B** Submit a change request

*Incorrect. Be sure to look out for the word 'planning' in this question. At this stage in the project, it can be reasonably assumed that the project management plan has not yet been approved. Therefore, no change request is required.*

**C** Create a contingency reserve

*Correct. According to the scenario, the project is in planning. Therefore, one may assume the project baselines have yet been finalized. Under such circumstances, the project manager can just go ahead and create a contingency reserve.*

**D** Do nothing as the risk has not yet realized

*Incorrect. It is true that the risk has not yet realized; the team just suspects there could be a potential risk. Therefore, the team can decide to accept the risk or, in other words, do nothing. Some threat strategies, such as passive acceptance, call for accepting the risk without allocating any contingency reserves. However, what makes this choice an incorrect answer is doing nothing 'as the risk has not yet realized'. This choice could have been a plausible answer if it called for doing nothing 'as it has been decided to accept the risk' and not 'as the risk has not yet realized'. However, the former option is not provided.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 245*



At the beginning of a project to build homes, the project manager learns that a lumber supplier wants to liquidate their inventory. The project manager implements the previously documented response for this opportunity and buys all of the lumber at a greatly reduced cost. When the project manager shares the good news with key stakeholders, some state that the company does not have the facilities to store the extra lumber.

What might the project manager have forgotten in this scenario?

- A Gain agreement for risk response plans
- B Prepare the risk register for the project
- C Include the opportunity in the opportunities log
- D Develop the stakeholder engagement plan

✘ Question answered incorrectly

**Hint:**

Risk planning is the work of everybody.

**Correct Answer: A**

**Explanation:**

The question suggests that the Implement Risk Response process was carried out by exploiting a previously documented opportunity. Identified risks, which can be threats or opportunities, are included in the risk register along with agreed-upon risk responses and risk owners. Risk responses should be appropriate for the significance of the risk, cost-effective in meeting the challenge, realistic within the project context, owned by a responsible person, and agreed upon by all parties involved. In this case, the question suggests that the relevant stakeholders either did not provide their approval for the risk response plan in the first place, or were not aware of it, and eventually were not prepared for the storage of the extra lumber. Therefore, it is reasonable to assume that of the available choices, the project manager most likely did not gain agreement for the risk response plan by all parties involved.

**Details for Each Option:**

- A Gain agreement for risk response plans

*Correct. Risk responses should be appropriate for the significance of the risk, cost-effective in meeting the challenge, realistic within the project context, owned by a responsible person, and agreed upon by all parties involved. The project manager most likely did not gain agreement for the risk response plan before implementing it.*

**B** Prepare the risk register for the project

*Incorrect. The question states that the opportunity was previously documented which suggests that the opportunity along with a response plan was captured in the risk register meaning the risk register exists.*

**C** Include the opportunity in the opportunities log

*Incorrect. 'Opportunities log' is a fake term made up for this question.*

**D** Develop the stakeholder engagement plan

*Incorrect. The stakeholder engagement plan identifies the strategies and actions required to promote the productive involvement of stakeholders in decision making and execution. While having this plan will likely help the project manager gain the support of the project stakeholders, the problem described in the scenario does not indicate the lack of support from the stakeholders but rather a resource-related issue of lacking the facilities to store the extra lumber.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 439, 450*

# PMP Exam Simulator



## PMP Exam 2

Question 43 of 200

Question ID: 612566

Your company policy states that all projects must incorporate the use of a change control board (CCB).

Where do you document the level of authority given to the CCB for your project?

- A It should be captured in the change management plan
- B Document it in the configuration management plan
- C No need to document this information as it is already included in the company policies
- D Consult with the project management office (PMO)

✗ Question answered incorrectly

### Hint:

Which component of the project management plan establishes the change control board (CCB), documents the extent of its authority, and describes how the change control system will be implemented?

**Correct Answer: A**

### Explanation:

The change management plan is a component of the project management plan that establishes the change control board (CCB), documents the extent of its authority, describes how changes will be managed and controlled, and defines the process the CCB will use to review and decide on changes. Therefore, to address the question of where to document the level of authority given to the CCB, you should capture the information in the change management plan.

### Details for Each Option:

- A It should be captured in the change management plan

*Correct. The change management plan is a component of the project management plan that establishes the CCB, documents the extent of its authority, and describes how the change control system will be implemented.*

- B Document it in the configuration management plan

*Incorrect. The configuration management plan is a component of the project management plan that describes how to identify and account for project artifacts under configuration control, and how to record and report changes to them. The configuration management plan does not describe the authority of the CCB.*

- C** No need to document this information as it is already included in the company policies  
*Incorrect. While it is possible that the company policies may include some general information about the authority of CCB, typically, this information is specific to a project and, therefore, should be documented in the change management plan.*
- D** Consult with the project management office (PMO)  
*Incorrect. It is reasonable to assume that the PMO staff members know where the level of authority given to the CCB should be documented. However, you, as project manager, should know that this information is recorded in the project management plan, specifically in the change management plan. Therefore, sending the team member to consult with the PMO is not the best answer to the question asked.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 116*

# PMP Exam Simulator



## PMP Exam 2

Question 44 of 200

Question ID: 612634

A project is divided into phases. Each phase consists of tasks involving design, development, testing, and integration. You have developed a project charter, and the project sponsor has just signed and approved the charter.

The purpose of this document includes all of the following, except:

- A To provide a direct link between the project and the company's strategic objectives
- B To provide a formal record of the project
- C To show organizational commitment to the project
- D To authorize functional management responsibilities to the project manager

✗ Question answered incorrectly

### Hint:

Approval of a project charter shows the project is in line with the company's future goals.

**Correct Answer: D**

### Explanation:

The project charter once signed and approved, is a commitment by the organization to dedicate the required time and resources needed for the project. The project manager is named and authorized to use organizational resources for project activities. An approved charter validates the alignment of the project to the strategy and ongoing work of the organization. These all describe the purpose of a project charter. The question, however, is asking what is not a purpose of the project charter. While the charter authorizes the project manager to expend organizational resources on the project, the charter does not authorize functional management responsibilities to the project manager. Functional management responsibilities are determined by a company's corporate structure and not by a project charter.

### Details for Each Option:

- A To provide a direct link between the project and the company's strategic objectives  
*Incorrect. An approved project charter validates the alignment of the project to the strategy and ongoing work of the organization. Since the question is asking which option does 'not' represent a purpose of the project charter, this answer is incorrect.*
- B To provide a formal record of the project



*Incorrect. The approved project charter provides the formal existence of a project and therefore a formal record. Since this answer is a purpose of the project charter, it is not correct.*

- C** To show organizational commitment to the project

*Incorrect. The approved project charter gives management's stamp of approval to the project and therefore, an organizational commitment to the project.*

- D** To authorize functional management responsibilities to the project manager

*Correct. An approved project charter provides the project manager with the authority to apply organizational resources to project activities but does not provide functional management responsibilities to the project manager. Management responsibilities are determined by the organizational structure of the company.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 75-77*

# PMP Exam Simulator



## PMP Exam 2

Question 45 of 200

Question ID: 612374

A project manager is leading a project kick-off meeting with the project team and other stakeholders. The goal of the meeting is to gain the commitment of the team for the project and inform the stakeholders of the project's objectives as well as define the stakeholders' roles and responsibilities.

Which of the following interpersonal and team skills is least likely to be utilized during a kick-off meeting?

- A Meeting management
- B Facilitation
- C Conflict management
- D Nominal group technique

✗ Question answered incorrectly

### Hint:

Which answer choice does not represent one of the team and interpersonal skills?

**Correct Answer: D**

### Explanation:

The question is asking for the interpersonal and team skill which is least likely to be useful for a kick-off meeting. Conflict management, facilitation, and meeting management are all skills which will be essential when conducting a kick-off meeting. While the nominal group technique is an interpersonal and team skill, this technique is typically used during the Collect Requirements process to enhance brainstorming with a voting process to rank the most useful ideas for further brainstorming or prioritization. The kick-off meeting is not intended to rank the most useful ideas for further brainstorming or prioritization. Collecting requirements should have taken place during project planning which, based on the scenario described, has already been completed. The goal of the kick-off meeting is to communicate the objectives of the project, gain the commitment of the stakeholders and the team for the project, and explain the roles and responsibilities of each stakeholder. Therefore, of the choices provided, nominal group technique is least likely to be used during the kick-off meeting and is, therefore, the best answer to the question asked.

### Details for Each Option:

- A Meeting management

*Incorrect. Meeting management is taking steps to ensure meetings meet their intended objectives effectively and efficiently. Running the kick-off meeting effectively and efficiently is obviously important and therefore cannot be considered as the least likely skill to be utilized during the kick-off meeting.*

**B** Facilitation

*Incorrect. Facilitation ensures that there is effective participation, that participants achieve a mutual understanding, that all contributions are considered, and that conclusions or results have full buy-in according to the decision process established for the project. Since this option is likely to be useful during a kick-off meeting, it can be eliminated as a correct response.*

**C** Conflict management

*Incorrect. Conflict management may be necessary to bring diverse stakeholders into alignment and gain commitment to the project. Therefore, this answer choice can be eliminated as it is not the least likely of the available options to be used.*

**D** Nominal group technique

*Correct. The nominal group technique is typically used during the Collect Requirements process to enhance brainstorming with a voting process to rank the most useful ideas for further brainstorming or prioritization. The kick-off meeting is not intended to rank the most useful ideas for further brainstorming or prioritization. Therefore, of the choices provided, nominal group technique is least likely to be used during the kick-off meeting.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 86, 144*

# PMP Exam Simulator



## PMP Exam 2

Question 46 of 200

Question ID: 612171

You are leading a software development project for an important client. For this project, you have elected to use a change-driven life cycle. Currently, you are about to lead an iteration planning meeting with the product owner and the development team.

What should you first accomplish at the start of the iteration?

- A** With the project scope determined during initial project planning, the scope must be controlled to prevent scope creep
- B** Disregard the fixed requirements and focus on those elements that are still evolving to determine the scope of the iteration
- C** Define and approve the detailed scope of the iteration
- D** Review and record lessons learned to correct processes and improve the performance of the upcoming iteration

✘ Question answered incorrectly

### Hint:

Adaptive life cycles are also referred to as change-driven life cycles.

### Correct Answer: C

### Explanation:

The question describes a project with a change-driven life cycle. Adaptive life cycles are also referred to as change-driven life cycles. Adaptive life cycles are agile, iterative, or incremental. With an adaptive approach (in this case agile), the detailed scope is defined and approved during an iteration planning meeting, at the start of the iteration. The incorrect answer choices describe either different development life cycles or a different type of agile meeting. Therefore, of the available options, defining and approving the detailed scope of the iteration is what needs to be first accomplished at the start of the iteration.

### Details for Each Option:

- A** With the project scope determined during initial project planning, the scope must be controlled to prevent scope creep

*Incorrect. This answer choice describes a project with a predictive life cycle as opposed to change-driven (also known as adaptive). Projects using a predictive life cycle define and approve the project scope during initial project planning rather than defining the scope iteratively throughout project execution.*

- B** Disregard the fixed requirements and focus on those elements that are still evolving to determine the scope of the iteration

*Incorrect. This answer choice describes a hybrid approach which is a combination of a predictive and adaptive life cycle. However, the question describes the project as change-driven (also known as adaptive) rather than a combination of predictive and adaptive frameworks.*

- C** Define and approve the detailed scope of the iteration

*Correct. Adaptive life cycles are also referred to as change-driven life cycles. With an adaptive approach, the detailed scope is defined and approved at the start of the iteration.*

- D** Review and record lessons learned to correct processes and improve the performance of the upcoming iteration

*Incorrect. This answer choice describes an iteration retrospective meeting and not an iteration planning meeting. An iteration retrospective is held at the end of the iteration to record lessons learned during the iteration to improve the performance of future iterations.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 19*

# PMP Exam Simulator



## PMP Exam 2

Question 47 of 200

Question ID: 613778

While planning the vendor selection process, you and your team are conducting market research by examining the industry and specific seller capabilities. Your project team leverages information gained at conferences, online reviews, and various other sources to identify market capabilities.

What tool or technique are you using for this process?

- A** Requirements documentation
- B** Data gathering
- C** Vendor differential analysis
- D** Make-or-buy analysis

⊗ Question answered incorrectly

### Hint:

What technique uses market research as part of the Plan Procurement Management process?

**Correct Answer: B**

### Explanation:

The question suggests that the project team is undertaking the Plan Procurement Management process. One of the techniques used in this process is data gathering, such as market research. Market research includes the examination of industry and specific seller capabilities. The project team may leverage information gained at conferences, online reviews, and a variety of sources to identify market capabilities. The project team may also refine specific procurement objectives to leverage maturing technologies while balancing risks associated with the breadth of sellers who can provide the desired materials or services.

### Details for Each Option:

- A** Requirements documentation  
*Incorrect. Requirements documentation is a description of how individual requirements meet the business need for the project. Requirements documentation is an input to the Plan Procurement Management process rather than a tool or technique.*
- B** Data gathering

*Correct. Market research is an example of a data-gathering technique. Market research includes the examination of industry and specific seller capabilities. The project team may leverage information gained at conferences, online reviews, and a variety of sources to identify market capabilities.*

**C** Vendor differential analysis

*Incorrect. 'Vendor differential analysis' is a fake term made up for this question.*

**D** Make-or-buy analysis

*Incorrect. Make-or-buy analysis is used to determine whether the project deliverables should be produced internally or procured from outside the organization. The question suggests that the project team will be selecting a vendor to provide the deliverables. Therefore, the make-or-buy decision has already been made in favor of procurement.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 473*

# PMP Exam Simulator



## PMP Exam 2

Question 48 of 200

Question ID: 613014

A project manager is planning a project, which will take several years to complete. The project manager is concerned that anticipated technology changes will impact the project before it is completed. The project manager can plan near-term activities in detail but activities further in the future can only be planned at a higher level.

What tool or technique should the project manager use in this scenario?

- A Schedule compression techniques
- B Rolling wave planning
- C Multicriteria decision analysis
- D Resource leveling techniques

✘ Question answered incorrectly

### Hint:

What planning technique uses progressive elaboration?

**Correct Answer: B**

### Explanation:

Define Activities is the project management process being described in this scenario. The *PMBOK® Guide* identifies the tools and techniques associated with this process as expert judgment, decomposition, rolling wave planning, and meetings. Rolling wave planning is an iterative planning technique where near-term activities are planned in detail, while work further in the future is planned at a higher level. Therefore, the project manager should use rolling wave planning in this scenario.

### Details for Each Option:

- A Schedule compression techniques  
*Incorrect. Schedule compression is a technique used to shorten the schedule without reducing scope. It does not address the issue of future uncertainties in planning.*
- B Rolling wave planning



*Correct. Rolling wave planning is an iterative planning process which will allow near-term activities to be planned in detail while leaving activities further out planned at a higher level. This technique is particularly helpful for a project in which anticipated technology changes make detailed future planning impractical.*

**C** Multicriteria decision analysis

*Incorrect. Multicriteria decision analysis utilizes a decision matrix to provide a systematic analytical approach to decision making. This type of analysis does not address the planning issue of uncertainties in the future.*

**D** Resource leveling techniques

*Incorrect. Resource leveling is a resource optimization technique in which adjustments are made to the schedule to optimize the allocation of resources. Resource leveling does not address the planning issue of uncertainties in the future.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 185*

# PMP Exam Simulator



## PMP Exam 2

Question 49 of 200

Question ID: 610046

You are managing a project with a budget of \$20,000. You have spent \$17,000 so far, and the project is 75% complete. You have performed a variance analysis and determined that the estimate at completion (EAC) will be \$22,667.

What is the efficiency that must be maintained in order to complete the project with the current EAC?

- A 1.667
- B 1.353
- C 0.882
- D 1.133

✗ Question answered incorrectly

### Hint:

Use the TCPI formula which is based on the EAC.

### Correct Answer: C

### Explanation:

To answer the question correctly, it is important to interpret the last sentence of the question, "What is the efficiency that must be maintained...?" The efficiency that must be maintained is the to-complete-performance-index (TCPI). The TCPI is defined as a measure of the cost performance that is required to be achieved with the remaining resources in order to meet a specified management goal, expressed as the ratio of the cost to finish the outstanding work to the remaining budget. The management goal in the question is "to complete the project with the current EAC". The *PMBOK® Guide* specifies two scenarios to calculate the TCPI:

- The efficiency that must be maintained to complete the project on plan, i.e., with the original budget at completion (BAC):  $TCPI = (BAC - EV) / (BAC - AC)$
- The efficiency that must be maintained in order to complete the project with the current estimate at completion (EAC):  $TCPI = (BAC - EV) / (EAC - AC)$

Since the question is asking about the efficiency that must be maintained to complete the project with the current estimate at completion (EAC), the EAC-based formula must be used.

The BAC is the initial project budget, \$20,000. The project's current earned value (EV) is \$15,000, which is calculated by multiplying the actual percent complete, 75% (or 0.75) by the BAC, \$20,000:  $EV = 0.75 * \$20,000 = \$15,000$ . The EAC has already been calculated by the project manager in the scenario as \$22,667, and the actual cost (AC) is \$17,000. Therefore:

$$TCPI = (BAC - EV) / (EAC - AC) = (\$20,000 - \$15,000) / (\$22,667 - \$17,000) = \$5,000 / \$5,667 = 0.882$$

**Details for Each Option:**

**A** 1.667

*Incorrect. This value has been calculated using the BAC-based formula:  $TCPI = (BAC - EV) / (BAC - AC)$ , while the question is asking to calculate the TCPI considering the project will be completed with the current EAC.*

**B** 1.353

*Incorrect. This value has been calculated using the following formula:  $TCPI = (EAC - EV) / (EAC - AC)$ . This is a made-up formula not specified in the PMBOK® Guide.*

**C** 0.882

*Correct. Since the estimate at completion (EAC) is \$22,667, and the question is asking about the efficiency that must be maintained in order to complete the project with the current EAC, the correct formula to use in this scenario is:  $TCPI = (BAC - EV) / (EAC - AC)$ . When calculating the TCPI based on the EAC, the result will be 0.882.*

**D** 1.133

*Incorrect. This value has been calculated using the following formula:  $TCPI = (EAC - AC) / (BAC - EV)$ . This is a made-up formula not specified in the PMBOK® Guide.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 266-268*

# PMP Exam Simulator



## PMP Exam 2

Question 50 of 200

Question ID: 612194

The project you are managing has experienced quality issues, which were the fault of one of the suppliers. Much of the rework the supplier has billed for in the final invoice of \$17,500 was created by their quality issues; therefore, you arrived at a revised amount of \$15,300 to be paid. You sent the payment of \$15,300 along with your justification, but the supplier reissued with a balance due of \$2,200.

What is your best course of action now?

- A Contact the legal team about pursuing legal action against the supplier
- B Ignore the supplier's second invoice and consider your payment of \$15,300 payment in full
- C Resolve the matter using alternative dispute resolution (ADR)
- D Negotiate with the supplier

⊗ Question answered incorrectly

### Hint:

You are in the controlling process of procurement management, and you have a dispute. What is the next step?

**Correct Answer: D**

### Explanation:

In general, and as outlined in the *PMBOK® Guide*, disputes between the buyer and seller should be resolved according to the dispute resolution clause in the contract. In this question, no specifics are given about remedies for settling disputes in the agreement, nor are there any facts to support whose total is fair/correct. In the absence of that type of information, the typical approach to resolve a dispute in a procurement situation is for the parties to enter into a negotiation in hopes that the difference can be addressed through a negotiated settlement. If that fails, a type of alternative dispute resolution is the preferred next choice, whether that be mediation or an arbitration hearing. When all else fails, litigation in the courts may be necessary, but this is the least desirable outcome given the costs of litigation and the damage it can do to any future procurement with that supplier. In this scenario, the only contact between you and the seller has been through your issuance of the revised invoice and payment and the supplier's return of an invoice with the balance due. No real negotiation has taken place. You only sent a revised invoice payment to the supplier seemingly in the hopes of resolving the situation. Therefore, the next course of action would be to try to negotiate with the supplier.

**Details for Each Option:**

- A** Contact the legal team about pursuing legal action against the supplier  
*Incorrect. Contacting your company's legal team about pursuing legal action against the supplier is an excessive response at this point. A lawsuit is expensive and could end up costing you more than the amount in question. Most importantly, litigation is the last step, to be used only when all other solutions have been exhausted.*
- B** Ignore the supplier's second invoice and consider your payment of \$15,300 payment in full  
*Incorrect. Ignoring the supplier's invoice and insisting on paying the lower amount is not going to resolve this matter. You have reached an impasse and have a dispute. The next step is to negotiate and try to reach an equitable solution.*
- C** Resolve the matter using alternative dispute resolution (ADR)  
*Incorrect. ADR is typically a good solution once parties have tried in good faith to negotiate a fair settlement but have failed. In this scenario, you have not yet tried to negotiate with the supplier; therefore, ADR is premature.*
- D** Negotiate with the supplier  
*Correct. In the scenario, the only communication between you and the supplier has been through the invoice; you returned a revised invoice payment, and the supplier replied back with a balance due. There has been no actual communication between you and the supplier. As the project manager, you should try to negotiate a settlement where both of you are satisfied with the outcome. If this step fails, ADR is the suggested alternative.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 498*

# PMP Exam Simulator



## PMP Exam 2

Question 51 of 200

Question ID: 613771

Preorders for the new product you are developing have significantly exceeded expectations, and current production will not meet demand. This situation presents the company with a significant threat and opportunity. You need to take action to mitigate the negative impact of the risk and enhance the opportunity. You know this risk was captured during the Identify Risks process but are unsure of the risk owner and the agreed-upon risk response.

What should you do next?

- A Review the project charter
- B Hire external contractors and crash the schedule
- C Review the risk register
- D Review the requirements traceability matrix

⊗ Question answered incorrectly

### Hint:

Which project document serves as an input to the Monitor Risks process and contains information regarding risk owners and agreed-upon risk responses?

**Correct Answer: C**

### Explanation:

Based on the scenario described, you are performing the Monitor Risks process. One of the project documents that serves as an input to the Monitor Risks process is the risk register. The risk register contains information about identified individual project risks, risk owners, agreed-upon risk responses, and specific implementation actions. Of the available choices, reviewing the risk register is the best answer to the question asked.

### Details for Each Option:

- A Review the project charter

*Incorrect. The project charter is a document issued by the project initiator or sponsor that formally authorizes the existence of a project and provides the project manager with the authority to apply organizational resources to project activities. This document would not have information regarding risk owners and agreed-upon risk responses. Additionally, based on the scenario described, the project team is performing the Monitor Risks process, and the project charter is not an input into this process.*

**B** Hire external contractors and crash the schedule

*Incorrect. Crashing is a technique used to shorten the schedule duration for the least incremental cost by adding resources. There is not enough information in the question to suggest that crashing is an agreed-upon risk response. The project manager should check the risk register before taking this action. Additionally, this technique would not provide information regarding risk owners.*

**C** Review the risk register

*Correct. The risk register contains information including identified individual project risks, risk owners, agreed-upon risk responses, and specific implementation actions. Of the available choices, reviewing the risk register is what you should do next.*

**D** Review the requirements traceability matrix

*Incorrect. A requirements traceability matrix is a grid that links product requirements from their origin to the deliverables that satisfy them. This document does not have information regarding risk owners and risk responses, and it is not an input into the Monitor Risks process.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 455*

# PMP Exam Simulator



## PMP Exam 2

Question 52 of 200

Question ID: 612435

You are leading a project to develop a software application. The application is being built incrementally using a scrum framework. Due to low stakeholder engagement, you submit a change request to update the stakeholder engagement plan with an invitation for key project stakeholders to participate in sprint planning and retrospectives.

What tool or technique are you planning to use?

- A Expert judgment
- B Meetings
- C Communication skills
- D Stakeholder register

⊗ Question answered incorrectly

### Hint:

What are you conducting when you hold sprint planning and retrospectives?

**Correct Answer: B**

### Explanation:

The question implies that the Manage Stakeholder Engagement process is being performed. Of the available choices, meetings, expert judgment, and communication skills are all tools and techniques associated with the Manage Stakeholder Engagement process. Sprint planning and retrospectives are types of meetings which are conducted when using the agile project management approaches known as Scrum. Therefore, you are planning on using meetings to enhance stakeholder engagement.

### Details for Each Option:

- A Expert judgment

*Incorrect. The question states that the stakeholders are being invited to the sprint planning and retrospective meetings to enhance stakeholder engagement. Since there is no mention of the stakeholders offering their expertise, this is not the best answer choice of the available options.*
- B Meetings



*Correct. Sprint planning and sprint retrospectives are types of meetings which are conducted when using the agile project management approach known as Scrum.*

**C** Communication skills

*Incorrect. The question states that sprint planning and retrospectives, which are types of meetings, are being used to enhance stakeholder engagement. Although communication skills are used during meetings, the question explicitly mentions two different meeting types. When faced with two plausible answers, select the answer that most directly answers the question asked.*

**D** Stakeholder register

*Incorrect. The stakeholder register provides information about the identification, assessment, and classification of project stakeholders. The stakeholder register is a project document, not a tool or technique.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 528*

# PMP Exam Simulator



## PMP Exam 2

Question 53 of 200

Question ID: 610079

A project manager is performing quality assurance for a project whose quality standards are very stringent. In order to meet and exceed the quality requirements, the project manager uses a set of technical guidelines, which were applied during the design phase of the project to optimize quality.

What tool or technique is the project manager using in this scenario?

- A Design for X (DfX) where the X in DfX represents the quality aspect of the product
- B Design of experiments (DOE) as a quality improvement methodology
- C The Manage Quality process to ensure compliance with project quality requirements
- D Process analysis to identify opportunities for process improvements

✘ Question answered incorrectly

### Hint:

What tool or technique associated with the Manage Quality process uses a set of technical guidelines?

**Correct Answer: A**

### Explanation:

The question implies that the Manage Quality process, sometimes referred to as quality assurance, is underway. Design for X (DfX) is one of the tools and techniques which may be used during the Manage Quality process. DfX is a set of technical guidelines that may be applied during the design of a product for the optimization of a specific aspect of the design. DfX can control or even improve the product's final characteristics. The X in DfX can be different aspects of product development which can include but are not limited to quality improvement.

### Details for Each Option:

- A Design for X (DfX) where the X in DfX represents the quality aspect of the product  
*Correct. Design for X (DfX) is a set of technical guidelines that may be applied during the design of a product for the optimization of a specific aspect of the design. The X in DfX can be different aspects of product development which can include but are not limited to quality improvement.*
- B Design of experiments (DOE) as a quality improvement methodology

*Incorrect. Design of experiments (DOE) is a systematic method to determine the relationship between factors affecting a process and the output of that process. DOE is used to find cause-and-effect relationships rather than a way to apply a set of technical guidelines.*

- C** The Manage Quality process to ensure compliance with project quality requirements

*Incorrect. The question does suggest that the project manager is performing the Manage Quality process as this process can be referred to as quality assurance. However, the question is asking about a tool or technique and not a project management process, making this an incorrect response.*

- D** Process analysis to identify opportunities for process improvements

*Incorrect. Process analysis identifies opportunities for process improvements. However, process analysis does not apply a set of technical guidelines to the design of a product as asked by the question.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 295; see also*

# PMP Exam Simulator



## PMP Exam 2

Question 54 of 200

Question ID: 613088

A project manager is in the process of obtaining the necessary equipment, materials, and supplies for a prototype development project. The project will require the use of the performing organization's industrial 3D printer, and the project manager has just learned that it is currently committed to another project for the next three days.

What should the project manager do first?

- A Negotiate with the other project manager to have exclusive access to the printer
- B Submit a change request to update the schedule baseline
- C Purchase another 3D printer to avoid any potential scheduling conflicts
- D Document the printer's availability in the resource calendar

✗ Question answered incorrectly

### Hint:

Where should the project manager document the working days and shifts upon which each specific resource is available?

**Correct Answer: D**

### Explanation:

The question implies that the Acquire Resources process is being performed and describes a newly identified resource availability constraint which may or may not affect the project schedule. One of the outputs of the Acquire Resources process is the resource calendar. A resource calendar identifies the working days, shifts, start and end of normal business hours, weekends, and public holidays when each specific resource is available. Resource calendars also specify when and for how long identified team and physical resources will be available during the project. The incorrect answer choices represent actions that are not warranted at this point and may not even be necessary. Therefore, of the available choices, documenting the printer's availability in the resource calendar is the best answer to the question asked.

### Details for Each Option:

- A Negotiate with the other project manager to have exclusive access to the printer  
*Incorrect. At this point in the project, it is unknown if the situation will cause a scheduling conflict. Therefore requesting 'exclusive' access to the printer may not be warranted. Even if there is a scheduling conflict, the schedule can likely be adjusted to accommodate the delay for project activities involving the printer. If all other efforts fail,*

negotiations with the other project manager may be required, but it is unclear if the project will be granted 'exclusive' access.

- B** Submit a change request to update the schedule baseline

*Incorrect. There is not enough information in the question to determine if the project schedule includes activities requiring the use of the printer over the next three days. Therefore, submitting a change request to update the schedule baseline is a premature action.*

- C** Purchase another 3D printer to avoid any potential scheduling conflicts

*Incorrect. At this point, it is not even known if a scheduling conflict exists. Therefore, purchasing another industrial 3D printer is an overreaction.*

- D** Document the printer's availability in the resource calendar

*Correct. The question describes a newly identified resource availability constraint which may or may not affect the project schedule. The resource availability should first be captured in the resource calendar.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 334*

# PMP Exam Simulator



## PMP Exam 2

Question 55 of 200

Question ID: 612951

A project manager is leading an agile software development project to create a new inventory tracking system. During an iteration review meeting, the project manager notices that the data entry screen has extra features, which were not part of the initial design.

What is the best course of action for the project manager to find the contact information of the developer who added the features?

- A Check with the human resources department
- B Consult the team management plan
- C Review the project team directory
- D Check the team register

⊗ Question answered incorrectly

### Hint:

What document contains a list of project team members, their project roles, and communication information?

**Correct Answer: C**

### Explanation:

The question indicates that a project team member has developed features which should not have been included in the product. This practice is sometimes referred to as gold plating, which should not be permitted and needs to be addressed by the project manager. At this point, the project manager needs a list of project team members along with their project roles and communication information in order to determine who developed the extra features and then be able to contact the responsible project team member to address the issue. The project team directory is a documented list of project team members, their project roles, and communication information. Therefore, of the available choices, reviewing the project team directory is the best answer to the question asked.

Note, the project team directory is not the same as the project team assignments. The project team directory is a document that lists the project team members, their roles on the project, and contact information (e.g., email address, location, etc.). Project team assignments is a wider document that may contain the project team directory and additional information such as the specific responsibilities of and activities assigned to each team member, as well as their knowledge, skills, and abilities.

While the scenario mentions an agile project, the project team directory can be used on any project regardless of the project management approach taken.

### Details for Each Option:

**A** Check with the human resources department

*Incorrect. Although the human resources function within an organization typically has the responsibility for record-keeping of employment-related records, it may not maintain records to the level of detail to determine who is developing the data entry screen. The project itself has a document that should contain who was assigned the role of developing the data entry screen.*

**B** Consult the team management plan

*Incorrect. The team management plan is developed during project planning, before the team is acquired, and may or may not have the requested information. Since during project planning actual team assignments are not yet known (unless the team is pre-assigned), the team management plan is unlikely to contain the information the project manager is looking for. Even if this information exists, there is another answer choice that more accurately addresses the question asked.*

**C** Review the project team directory

*Correct. The project team directory is a documented list of project team members, their project roles, and communication information. Of the choices provided, reviewing the project team directory is the best course of action for the project manager to find the contact information of the team member who developed the features.*

**D** Check the team register

*Incorrect. 'Team register' is a made-up term.*

### Reference:

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 334, 717*

# PMP Exam Simulator



## PMP Exam 2

Question 56 of 200

Question ID: 612440

During the development of the stakeholder engagement plan, the project manager realizes that a key stakeholder is resistant to the project. Without the support of this stakeholder, the project may fail.

What is the best course of action for the project manager to identify the reason for the stakeholder being resistant?

- A Escalate to the project sponsor
- B Update the stakeholder register
- C Use the mind mapping technique
- D Utilize an Ishikawa diagram

✘ Question answered incorrectly

### Hint:

Which data analysis technique might be useful in determining the reason for the stakeholder's resistance to the project?

**Correct Answer: D**

### Explanation:

The question states that the stakeholder engagement plan is being created, which suggests that the Plan Stakeholder Engagement process is being performed. Root cause analysis, which typically utilizes Ishikawa diagrams, is a data analysis technique that is commonly used during the Plan Stakeholder Engagement process to identify underlying reasons for the level of support of project stakeholders in order to select the appropriate strategy to improve their level of engagement. Among the available choices, only an Ishikawa diagram can provide insight into the reason for the stakeholder's resistance to the project and is, therefore, the best answer to the question asked.

### Details for Each Option:

- A Escalate to the project sponsor  
*Incorrect. It is the project manager's responsibility to communicate with stakeholders, to identify the reason for the stakeholder being resistant, and make an effort to improve their level of support for the project. If the stakeholder continues to be resistant, then it may make sense for the issue to be escalated to the project sponsor.*
- B Update the stakeholder register



*Incorrect. While it is true that the stakeholder register documents the identification, assessment, and classification of project stakeholders and that it should be kept up to date, it is not clear from the question whether the stakeholder register needs an update. In addition, merely updating the stakeholder register does not help identify the reason for the stakeholder being resistant.*

**C** Use the mind mapping technique

*Incorrect. Mind mapping is used to visually organize information about stakeholders, their relationships with each other, and the organization. Mind mapping does not provide insight into the reason for the stakeholder's resistance to the project. Therefore, this is not the best answer choice.*

**D** Utilize an Ishikawa diagram

*Correct. An Ishikawa diagram can be used for performing a root cause analysis. Root cause analysis is a data analysis technique, which identifies underlying reasons for the level of support of project stakeholders in order to select the appropriate strategy to improve their level of engagement.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 521; see also*

# PMP Exam Simulator



## PMP Exam 2

Question 57 of 200

Question ID: 612104

Which of the following might be listed in the project charter as a key deliverable?

- A A summary milestone schedule
- B A comprehensive user manual
- C Preapproved financial resources
- D A list of key project stakeholders

✗ Question answered incorrectly

### Hint:

All of the answer choices represent elements of the project charter, but only one meets the definition of a deliverable.

**Correct Answer: B**

### Explanation:

All of the answer choices represent elements which may be included in the project charter. However, the question is asking which might be included as a key deliverable. A deliverable is any unique and verifiable product, result, or capability to perform a service that is required to be produced to complete a process, phase, or project. Of the choices provided, only a user manual meets the definition of a project deliverable, and therefore, is the best answer to the question asked.

### Details for Each Option:

- A A summary milestone schedule

*Incorrect. A summary milestone schedule is an element of the project charter but does not meet the definition of a project deliverable. Therefore, this answer choice can be eliminated.*

- B A comprehensive user manual

*Correct. A deliverable is any unique and verifiable product, result, or capability to perform a service that is required to be produced to complete a process, phase, or project. A comprehensive user manual is an example of a project deliverable, making this the correct answer.*

- C Preapproved financial resources

*Incorrect. Preapproved financial resources may be included in the project charter. However, preapproved financial resources are not considered among the project's deliverables, making this an incorrect response.*

**D** A list of key project stakeholders

*Incorrect. A key stakeholder list should be included in the project charter. However, a key stakeholder list does not meet the definition of a project deliverable, making this answer incorrect.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 4, 81*

# PMP Exam Simulator



## PMP Exam 2

Question 58 of 200

Question ID: 612195

A project manager is leading a project, which has experienced greater than anticipated weather-related delays. To keep the project on schedule, the project manager will need to access the contingency reserves allocated for this risk.

What should the project manager do next?

- A Submit a change request to access the contingency reserves
- B Escalate the issue to the key project stakeholders
- C Access the contingency reserves as needed to meet the project objectives
- D Send a request to the project management office (PMO)

✗ Question answered incorrectly

### Hint:

A project manager has the authority to manage the project resources.

### Correct Answer: C

### Explanation:

According to the scenario, the project manager is performing the Implement Risk Responses process. A risk register is an input to this process and specifies the responses for the identified risks including the contingency reserves allocated for these responses. Contingency reserves are included in the cost baseline and can be accessed when a risk listed in the risk register realizes. Therefore, of the available options, the next logical step for the project manager is to access the contingency reserves as necessary to meet the project objectives.

### Details for Each Option:

- A Submit a change request to access the contingency reserves  
*Incorrect. Contingency reserves are part of the cost baseline. A change request is not typically required to access the contingency reserves.*
- B Escalate the issue to the key project stakeholders  
*Incorrect. If contingency reserves have been allocated to address the risk of the weather-related delays, the project manager has the authority to access the reserves without the need to escalate the issue to the key project stakeholders.*

**C** Access the contingency reserves as needed to meet the project objectives

*Correct. The project manager manages the project budget and can access the contingency reserves as necessary to meet the project objectives.*

**D** Send a request to the project management office (PMO)

*Incorrect. The question does not state whether the organization has a PMO. Even if a PMO exists in this situation, the project manager has the authority to manage project resources without involving the PMO.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 254-255, 450*

# PMP Exam Simulator



## PMP Exam 2

Question 59 of 200

Question ID: 612423

You want to ensure that your project team has the tools and techniques to connect with each other, so they can work together to create new knowledge, share knowledge, and integrate the knowledge of the diverse team members. To support this effort, you have scheduled monthly meetings so the project team can exchange best practices. Additionally, you have started an online forum where the team can ask questions to share information.

What set of tools and techniques are you using?

- A Manage Project Knowledge
- B Lessons learned repository
- C Lessons learned register
- D Knowledge management

⊗ Question answered incorrectly

### Hint:

Which of the available choices represents a set of tools and techniques associated with the Manage Project Knowledge process?

**Correct Answer: D**

### Explanation:

Knowledge management represents a set of tools and techniques that can be useful during the Manage Project Knowledge process. Knowledge management tools and techniques connect people so they can work together to create new knowledge, share tacit knowledge, and integrate the knowledge of diverse team members. Knowledge management tools and techniques include networking, online forums, meetings, workshops, seminars, and conferences among others. The question describes some of those tools and techniques making 'knowledge management' the best answer to the question asked.

### Details for Each Option:

- A Manage Project Knowledge

*Incorrect. The question is asking about a set of tools and techniques. Manage Project Knowledge is a project management process rather than a tool or technique.*

**B** Lessons learned repository

*Incorrect. The question is regarding a set of tools and techniques. The lessons learned repository is an organizational process asset and not a tool or technique.*

**C** Lessons learned register

*Incorrect. The question is asking for a set of tools and techniques. The lessons learned register is an output of the Manage Project Knowledge process and not a tool or technique.*

**D** Knowledge management

*Correct. Knowledge management tools and techniques connect people so they can work together to create new knowledge, share tacit knowledge, and integrate the knowledge of diverse team members. Knowledge management tools and techniques include networking, online forums, meetings, workshops, seminars, and conferences among others.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 102, 103*

# PMP Exam Simulator



## PMP Exam 2

Question 60 of 200

Question ID: 612686

You have been hired to replace the previous project manager. You are reviewing the project charter to get a sense of the project as well as to help you start developing the project management plan.

Which of the following would you not find in the project charter?

- A Project objectives and their success criteria
- B Project exit criteria
- C Scope baseline
- D Overall project risk

✘ Question answered incorrectly

### Hint:

Which of the answer choices represents a project artifact that is developed during project planning?

**Correct Answer: C**

### Explanation:

The project charter formally authorizes the existence of a project and documents high-level information on the project and the product the project will produce. Project exit criteria, overall project risk, and measurable project objectives and their success criteria are all included in the project charter. The charter is developed during project initiation, while the scope baseline is developed during planning, as an output of the Create WBS process. To be developed, the project scope baseline needs the information contained in the project management plan, which, in turn, requires the project charter as one of its inputs. Therefore, it is highly unlikely that you will find the scope baseline included in the project charter. Since the question asks which answer choice represents an item that is 'not' included in the project charter, scope baseline is the correct answer.

### Details for Each Option:

- A Project objectives and their success criteria  
*Incorrect. The project charter formally authorizes the existence of a project and documents high-level information on the project or product the project will produce. Measurable project objectives and their success criteria are included in the project charter. Since the question is asking what is 'not' included in the project charter, this choice is an incorrect answer.*



**B** Project exit criteria

*Incorrect. Project exit criteria are the conditions required to be met in order to close or to cancel the project or phase. Project exit criteria 'are' included in the project charter, making this choice an incorrect answer.*

**C** Scope baseline

*Correct. The scope baseline is the approved version of the scope statement, work breakdown structure (WBS), and the WBS dictionary and is a component of the project management plan, not the project charter. Since the question asks what is 'not' included in the project charter, and the scope baseline is 'not' part of the project charter, scope baseline is the correct answer.*

**D** Overall project risk

*Incorrect. The overall project risk is information contained in the project charter. Therefore, since the question asks what is 'not' included in the project charter, this is an incorrect answer.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 81*

# PMP Exam Simulator



## PMP Exam 2

Question 61 of 200

Question ID: 612326

A vendor went out of business before delivering a component for your project. As a result, the previously planned risk response was implemented by contracting with a different vendor. However, the new vendor will not be able to deliver the component in time to meet the deadline even with the use of the contingency reserves.

What should you do next?

- A Terminate the project
- B Submit a change request
- C File a claim against the original vendor
- D Perform the Conduct Procurements process

✘ Question answered incorrectly

### Hint:

What is required to update the schedule baseline?

**Correct Answer: B**

### Explanation:

Implementation of risk responses may result in a change request to the cost and schedule baselines or other components of the project management plan. In the scenario described, as a result of implementing the risk response plan, the original timeline is no longer valid, and the schedule baseline needs to be updated. If the contingency reserve was sufficient to accommodate the delay caused by changing vendors, you could just update the schedule to utilize the contingency reserve without a need to update the schedule baseline. However, the question states that the contingency reserves are inadequate to meet the schedule objective. Since there are insufficient scheduling reserves, a new schedule baseline must be established. An update to any baseline after it has been established during project planning requires an approved change request. Therefore, of the available options, submitting a change request is what you should do next.

### Details for Each Option:

- A Terminate the project

*Incorrect. It is reasonable to assume that the decision to contract with a new vendor would not have been made if the project was going to be terminated as the result of the delay. Therefore, terminating the project is a premature action and is unlikely to be the next logical step.*

**B** Submit a change request

*Correct. As a result of implementing the risk response plan, the original timeline is no longer valid, and the schedule baseline needs to be updated. An update to any baseline requires an approved change request. Therefore, of the available options, submitting a change request is the best answer to the question asked.*

**C** File a claim against the original vendor

*Incorrect. The idea behind the question asked is to find a way to bring the project back on track, or at least to reduce the impact on the project schedule, which has been negatively affected by failed procurements. Filing the claim against the vendor would not help resolve the issue.*

**D** Perform the Conduct Procurements process

*Incorrect. The question states that a new vendor has already been selected and contracted to produce the component, which implies that the Conduct Procurements process has already been completed as part of the risk response. Completing this action is redundant and unnecessary in this scenario.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 451*

# PMP Exam Simulator



## PMP Exam 2

Question 62 of 200

Question ID: 612362

You recently started working part-time at a small roofing company. The owner hired you to manage the roofing team's activities while he attends to other endeavors. There is no other administrative staff, and you must consult the owner regarding any important project decision, including budget allocation.

Which of the following best describes your role?

- A Functional manager
- B Project manager
- C Project coordinator
- D Project sponsor

✗ Question answered incorrectly

### Hint:

A project manager's role is defined by what criteria?

**Correct Answer: C**

### Explanation:

In the scenario provided, you work part-time on project activities managing some of the project tasks; you have little or no authority over project resources, you do not manage the project budget, and are not allowed to make any significant project decisions. Your role is best described as a project coordinator.

### Details for Each Option:

- A Functional manager

*Incorrect. A functional manager is typically part of a large organization that focuses on providing management oversight for a business unit (e.g., the marketing department). Being in a small business with no rigid organizational structure, you are unlikely to be considered a functional manager.*

- B Project manager

*Incorrect. A project manager is assigned by the performing organization to lead the team that is responsible for achieving project objectives. The project manager is empowered with the authority to make decisions, utilize resources, and spend the budget. The question suggests you have no authority. Therefore, your role would not be*

*considered a project manager.*

**C** Project coordinator

*Correct. Since as implied by the question you have no authority to make important decisions to achieve the roofing team's objectives, your role would be considered a project coordinator, making this choice the best answer to the question asked.*

**D** Project sponsor

*Incorrect. The project sponsor provides resources (e.g., money) and support for the project and is accountable for enabling success. Typically, project sponsors do not manage ongoing project tasks, such as roofing activities, nor does the question suggest you have provided resources for the projects. Therefore, it is very unlikely that your role is the project sponsor.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 47, 52*

# PMP Exam Simulator



## PMP Exam 2

Question 63 of 200

Question ID: 612184

You are leading a project to develop a more energy efficient commercial refrigeration system. During testing of the prototype, a defective component is discovered within the compressor.

With the approval obtained to repair the defective part, what should be done next?

- A Perform the Integrated Change Control Process
- B Submit a change request
- C Repair the defect
- D Replace the compressor

✗ Question answered incorrectly

### Hint:

A defect repair is performed as part of the Executing Process Group.

### Correct Answer: C

### Explanation:

The question states that approval has been obtained to repair the defect, which implies that a change request was submitted and approved. Once the change request has been approved, the Perform Integrated Change Control process is complete. Approved change requests can be an input to the Direct and Manage Project Work process. The next logical step is to perform the defect repair through the Direct and Manage Project Work process. Therefore, of the available choices, repairing the defect is the best answer to the question asked.

### Details for Each Option:

- A Perform the Integrated Change Control Process

*Incorrect. The question states that the approval has been obtained to repair the defect which implies that a change request was submitted and approved. Once the change request has been approved, the Perform Integrated Change Control process is complete, and no further action is necessary for this process.*

- B Submit a change request

*Incorrect. Approval for the defect repair suggests that a change request has already been submitted and approved. Therefore, submitting a change request would be redundant and unnecessary.*

**C** Repair the defect

*Correct. Once the defect repair has been approved through the Perform Integrated Change Control process, the next logical step is to repair the defect through the Direct and Manage Project Work process.*

**D** Replace the compressor

*Incorrect. The defect repair may include repairing or replacing the defective component of the compressor or replacing the compressor entirely. There is not enough information in the question to determine if replacing the compressor was part of the approval to repair the defect. Therefore, replacing the compressor is not the best answer to the question asked.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 92-93*

# PMP Exam Simulator



## PMP Exam 2

Question 64 of 200

Question ID: 610067

You are planning a research and development project, and you need to determine how the project costs will be estimated, budgeted, managed, monitored, and controlled. To complete this process, you need to know if there are any preapproved financial resources from which the detailed project costs can be developed.

What should you do next?

- A Review the project charter
- B Consult the cost management plan
- C Examine the basis of estimates for the project
- D Check the cost baseline

⊗ Question answered incorrectly

### Hint:

What project document contains high-level information about the project including any preapproved financial resources?

**Correct Answer: A**

### Explanation:

The question suggests that the Plan Cost Management process is being performed, which is the process of defining how the project costs will be estimated, budgeted, managed, monitored, and controlled. The project charter provides the preapproved financial resources from which the detailed project costs are developed. The project charter also defines the project approval requirements that will influence the management of the project costs. Therefore, you should review the project charter to see if there are any preapproved financial resources from which the detailed project costs can be developed.

### Details for Each Option:

- A Review the project charter

*Correct. The project charter provides the preapproved financial resources from which the detailed project costs are developed. The project charter also defines the project approval requirements that will influence the management of the project costs. Therefore, reviewing the project charter is what you should do next to complete the process described in the scenario.*



**B** Consult the cost management plan

*Incorrect. The question suggests that the Plan Cost Management process is being performed; therefore, the cost management plan has yet to be created, and this option can be eliminated.*

**C** Examine the basis of estimates for the project

*Incorrect. The basis of estimates includes supporting documentation outlining the details used in establishing project estimates. The basis of estimates does not provide information on pre-approved financial resources, making this answer choice incorrect.*

**D** Check the cost baseline

*Incorrect. The cost baseline is the approved version of the time-phased project budget, excluding any management reserves. The question implies that the Plan Cost Management process is underway; therefore, the cost baseline has yet to be determined.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 236*

# PMP Exam Simulator



## PMP Exam 2

Question 65 of 200

Question ID: 613603

For a construction project, a project manager wants to ensure that critical earth moving equipment such as excavators, loaders, backhoes, and bulldozers are available as planned. The project manager needs to review a project document, which describes the expected utilization of that equipment along with details such as type, amount, and location.

What project document does the project manager need?

- A Issue log
- B Project schedule
- C Resource assignment register
- D Physical resource assignments

✘ Question answered incorrectly

### Hint:

What project document used during the Control Resources process describes the expected resource utilization along with details such as type, amount, and location?

**Correct Answer: D**

### Explanation:

The question implies that the project manager is conducting the Control Resources process. One of the project documents that serves as an input to the Control Resources process is the physical resource assignments. The physical resource assignments describe the expected resource utilization along with details such as type, amount, location, and whether the resource is internal to the organization or outsourced.

### Details for Each Option:

- A Issue log  
*Incorrect. The issue log is used to identify issues such as the lack of resources. The issue log does not specify the expected resource utilization along with details described in the question.*
- B Project schedule

*Incorrect. The project schedule shows the resources that are needed, when they are needed, and the location where they are needed. The project schedule, however, does not describe the expected resource utilization along with details such as type, amount, location.*

**C** Resource assignment register

*Incorrect. 'Resource assignment register' is a fake term made up for this question.*

**D** Physical resource assignments

*Correct. The physical resource assignments describe the expected resource utilization along with details such as type, amount, location, and whether the resource is internal to the organization or outsourced.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 354*

# PMP Exam Simulator



## PMP Exam 2

Question 66 of 200

Question ID: 610030

You are a senior project manager who is mentoring a newly promoted project manager. Your mentee states that she has recurring arguments with her project team and is having difficulty controlling her own temper. This situation has created a toxic environment for the project team and threatens the successful completion of the project.

What is the best advice for your mentee?

- A Improve leadership skills
- B Develop emotional intelligence
- C Study conflict management
- D Introduce recognition and rewards

⊗ Question answered incorrectly

### Hint:

What must the project manager do first to control her own emotions?

**Correct Answer: B**

### Explanation:

Emotional intelligence is the ability to identify, assess, and manage the personal emotions of oneself and other people, as well as the collective emotions of groups of people. The first step in developing emotional intelligence is self-awareness, which can then lead to self-management. Only when the project manager learns to exercise self-control as part of self-management will she be able to deal with the emotions and behaviors of others effectively. Since the scenario describes a project manager who has difficulty controlling her own temper, the best advice you can give her is to develop her emotional intelligence skills.

### Details for Each Option:

- A Improve leadership skills  
*Incorrect. Leadership is the ability to lead a team and inspire them to do their jobs well. There is not enough information in the question to determine if the team member is not doing their job well requiring the mentee to improve her leadership skills. Based on the scenario described, the issue is related to the self-control of the mentee rather than her leadership skills. It is unlikely that a project manager can be a good leader without being able to control her own emotions.*

**B** Develop emotional intelligence

*Correct. In the scenario described, your mentee is having troubles controlling her temper. Emotional intelligence is the ability to identify, assess, and manage the personal emotions of oneself and other people, as well as the collective emotions of groups of people. Emotional intelligence skills can be taught and developed. You, as a mentor, can help your mentee in achieving this goal. Therefore, of the choices provided, the best advice you can give her is to develop her emotional intelligence.*

**C** Study conflict management

*Incorrect. Conflict management may seem like a plausible answer, but it is not the best answer among the choices given. Conflict management skills will certainly be beneficial in dealing with conflict among the team members. However, the new project manager must first develop self-awareness of how her own behavior is contributing to the problem. The project manager must first control her own emotions before coaching others on controlling theirs.*

**D** Introduce recognition and rewards

*Incorrect. Recognition and rewards are used to reinforce desired behavior among the project team members. However, the scenario does not describe any behavior that should be reinforced. Rather, the team member who participates in the shouting matches described by the scenario, regardless of who triggers them, demonstrates behavior that is unlikely to meet standards of recognition and rewards.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 349; see also*

# PMP Exam Simulator



## PMP Exam 2

Question 67 of 200

Question ID: 612886

A project manager is holding a meeting with relevant stakeholders to perform a benefits analysis for a project that has been selected by the company. The project is codenamed Project Tiger and has a net present value of \$3,000,000. One of the meeting participants asks about Project Panther, which was estimated to have a net present value of \$2,500,000. The project manager explains that Project Panther was rejected because the company did not have the resources to support both projects.

What else might the project manager state in this scenario?

- A The \$2,500,000 is the opportunity cost
- B The \$2,500,000 is considered sunk cost
- C The \$500,000 is the opportunity cost
- D The \$3,000,000 is considered sunk cost

✗ Question answered incorrectly

### Hint:

What is the value of the best alternative given up when a choice is made?

**Correct Answer: A**

### Explanation:

Opportunity cost is the value of the best alternative given up when a choice is made. The company gave up the \$2,500,000 associated with Project Panther in order to pursue Project Tiger. Therefore, the \$2,500,000 can be considered the opportunity cost associated with accepting Project Tiger. While the topic of this question is not included in the *PMBOK® Guide*, the Project Management Professional (PMP)® Examination Content Outline, June 2015, covers knowledge and skills with which prospective PMP aspirants are expected to be familiar. Project finance principles are among these knowledge and skills.

### Details for Each Option:

- A The \$2,500,000 is the opportunity cost

*Correct. Opportunity cost is the value of the best alternative given up when a choice is made. The company gave up the \$2,500,000 associated with Project Panther in order to pursue Project Tiger. Therefore, the \$2,500,000 can be considered the opportunity cost.*

**B** The \$2,500,000 is considered sunk cost

*Incorrect. Sunk costs are the costs that have already been incurred which cannot be recovered. The question states that Project Panther had an estimated net present value of \$2,500,000, but that project was rejected. Since the company did not invest the \$2,500,000 in the project, the \$2,500,000 cannot be considered sunk costs.*

**C** The \$500,000 is the opportunity cost

*Incorrect. \$500,000 is the difference between the two projects that were under consideration. Opportunity cost is the value of the best alternative given up when a choice is made, which in this case is \$2,500,000.*

**D** The \$3,000,000 is considered sunk cost

*Incorrect. \$3,000,000 represents the net present value of Project Tiger. Sunk costs are the costs that have already been incurred which cannot be recovered. The company has not invested \$3,000,000 in Project Tiger; therefore, this cannot be considered a sunk cost.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 34-35; see also*

# PMP Exam Simulator



## PMP Exam 2

Question 68 of 200

Question ID: 612567

A project has gone smoothly except for the process of managing stakeholder needs and expectations. Specifically, the project manager has had to cope with an inordinate number of change requests throughout project execution which has caused delays and confusion among some stakeholders.

What is the most likely cause of this situation?

- A An incomplete stakeholder register
- B Poorly-developed quality metrics
- C Inexperienced project team members
- D Insufficient funding requirements

⊗ Question answered incorrectly

### Hint:

How are the needs and expectations of stakeholders first identified?

**Correct Answer: A**

### Explanation:

The question suggests that the project manager has experienced problems as part of the Manage Stakeholder Engagement process, and the stakeholder register is one of the inputs to this process. An incomplete stakeholder register may mean, for example, that some stakeholders were missed during the Identify Stakeholders process. The stakeholders that are not included in the stakeholder register could not have had their needs and expectations taken into account during project planning. This situation would likely result in excessive submissions of change requests in order to incorporate the needs and expectations of the stakeholders that were missed.

### Details for Each Option:

- A An incomplete stakeholder register

*Correct. An incomplete stakeholder register could mean, for example, that some stakeholders were missed during the Identify Stakeholders process. The stakeholders that are not included in the stakeholder register could not have had their needs and expectations taken into account during project planning. This situation would likely result in excessive submissions of change requests to incorporate the needs and expectations of the stakeholders that were missed.*



**B** Poorly-developed quality metrics

*Incorrect. A quality metric describes a project attribute and how the Control Quality process will verify compliance with it. Nothing in the scenario suggests there were quality issues with project attributes, making this choice an incorrect answer.*

**C** Inexperienced project team members

*Incorrect. Having inexperienced team members working on a project would have likely caused quality issues or schedule delays, rather than problems with managing stakeholder needs and expectations in correlation with the inordinate number of change requests described by the scenario.*

**D** Insufficient funding requirements

*Incorrect. Project funding requirements are the monetary amounts derived from the cost baseline allocated to project activities over time. Project funding requirements have little to do with the issues described in the scenario which deals with poor management of stakeholder needs and expectations and an inordinate number of change requests which has caused delays and confusion among stakeholders.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 525, 528*

# PMP Exam Simulator



## PMP Exam 2

Question 69 of 200

Question ID: 612483

A project manager discovers that due to schedule conflicts, some key stakeholders have not been attending a weekly conference call where important decisions are made. To address the issue, the project manager proposes to establish alternative communication methods.

Which of the following will likely be updated as a result of this proposal?

- A Quality management plan
- B Communications management plan
- C Work breakdown structure
- D Stakeholder engagement assessment matrix

✘ Question answered incorrectly

### Hint:

Which of the following is an output of the Monitor Communications process?

**Correct Answer: B**

### Explanation:

The question implies that the Monitor Communications process is being performed and that a communication problem was identified. Updates to various components of the project management plan are an output of the Monitor Communications process. The communications management plan, a component of the project management plan, can be updated with new information to make communication more effective. By establishing alternative communication methods, the project manager is aiming to make communication on the project more effective. Therefore, of the choices provided, updating the communications management plan is the best answer to the question asked.

### Details for Each Option:

- A Quality management plan  
*Incorrect. The quality management plan establishes how an organization's quality policies, methodologies, and standards will be implemented in the project. The alternative communication methods are not part of this plan.*
- B Communications management plan

*Correct. The communications management plan establishes how, when, and by whom information about the project will be administered and disseminated. Alternative communication methods proposed by the project manager should be reflected in the communications management plan, and therefore, the plan should be updated. Note, an approved change request is required to update the plan.*

**C** Work breakdown structure

*Incorrect. The work breakdown structure (WBS) is a hierarchical decomposition of the total scope of work to be carried out by the project team to accomplish the project objectives and created the required deliverables. The WBS is unlikely to change as a result of the implementation of the new communication methods.*

**D** Stakeholder engagement assessment matrix

*Incorrect. The stakeholder engagement assessment matrix is a tool used in the Plan Stakeholder Engagement process to compare the current engagement levels of stakeholders and the desired engagement levels required for successful project delivery. According to the scenario, the project is in the Monitor Communications process. One may argue that the current engagement levels of stakeholders are low in the scenario, and as a result of the implementation of the alternative communication methods, the level would improve. Even if yes, this determination cannot be made based on the information provided in the question.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 393*

# PMP Exam Simulator



## PMP Exam 2

Question 70 of 200

Question ID: 610026

The resource management plan calls for six developers to serve on the project team who are all internal employees. In the process of putting together the project team, the project manager discovers that only three developers with the necessary skillset are available for the project due to attrition and higher priority projects.

What should the project manager do next?

- A Hire outside contractors to supplement the project team
- B Submit a change request to update the necessary project plans and/or documents
- C Cancel the project since the required resources are not available
- D Run the project with the three available developers and use overtime to stay on schedule

✘ Question answered incorrectly

### Hint:

This scenario will most likely require an update to the resource management plan.

**Correct Answer: B**

### Explanation:

The question describes a situation where the resources required to perform the project work are not available. The appropriate next step for the project manager is to analyze alternative solutions against project constraints to determine the best course of action. Regardless of the solution chosen to address the issue, the project management plan will need to be updated which will require an approved change request. Specifically, the resource management plan will need to be updated to reflect actual experience in acquiring resources for the project, which may include the use of external resources. Additionally, although it is not known from the description in the question, it is possible that other project constraints may be affected by the lack of internal resources necessitating the update of the cost and schedule baselines, which will also require a change request. Therefore, of the available choices, the next step for the project manager in this scenario is to submit a change request.

### Details for Each Option:

- A Hire outside contractors to supplement the project team

*Incorrect. Acquiring outside contractors is a viable solution to the issue described in the scenario. However, the project manager cannot just go ahead and hire outside contractors. A change request needs to be submitted first to update the resource management plan to reflect actual experience in acquiring resources for the project. The project manager will have to determine the best course of action to resolve the situation. If eventually hiring the outside contractors is determined as the best course of action in that situation, another change request will be required to implement that action. Note, depending on the organization's change control process, one change request may cover both actions.*

- B** Submit a change request to update the necessary project plans and/or documents

*Correct. The appropriate next step for the project manager is to analyze alternative solutions against project constraints to determine the best course of action. Regardless of the solution chosen to address the issue described in the scenario, the project management plan will need to be updated which will require a change request. Therefore, of the choices given, submitting a change request is the next step for the project manager in this situation.*

- C** Cancel the project since the required resources are not available

*Incorrect. Canceling the project is a possibility. However, canceling the project just because some of the resources are not available without checking alternatives is a premature step. It is the responsibility of the project manager to take the necessary actions to ensure the project is a success. Alternative solutions need to be analyzed first to determine the best course of action, the results of which will more likely involve updates to the project management plan warranting submission of a change request.*

- D** Run the project with the three available developers and use overtime to stay on schedule

*Incorrect. There are two reasons that make this choice an incorrect answer. First, it does not seem realistic for three developers to produce the work of six and still meet the schedule baseline, even with overtime. Second, even assuming the three developers can do the work of six, overtime work requires an approval, meaning a change request should be submitted first to update the project management plan and the baselines accordingly.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 330-331, 334*

# PMP Exam Simulator



## PMP Exam 2

Question 71 of 200

Question ID: 612392

You and your team are in the process of determining, documenting, and managing stakeholder needs and requirements to meet project objectives.

As part of this process, you would use all of the following tools or techniques except for:

- A Document analysis
- B Alternatives analysis
- C Nominal group technique
- D Multicriteria decision analysis

✘ Question answered incorrectly

### Hint:

The scenario describes the Collect Requirement process. Find the technique that is used in the Define Scope process because the question is looking for an exception.

**Correct Answer: B**

### Explanation:

Determining, documenting, and managing stakeholder needs and requirements to meet project objectives is the definition of the Collect Requirement process. The process provides the basis for defining the project scope. All of the answers, except alternatives analysis, are tools and techniques used when collecting requirements. Alternatives analysis is an example of the data analysis technique that can be used during the Define Scope process to select the final project requirements that will best meet the objectives identified in the project charter. Alternatives analysis is not a technique used in the Collect Requirements process and is, therefore, the best answer to the question asked.

### Details for Each Option:

- A Document analysis  
*Incorrect. Document analysis can be used to elicit requirements by analyzing existing documentation and identifying information relevant to the requirements. It is a data analysis technique used during the Collect Requirements process implied by the scenario.*
- B Alternatives analysis

*Correct. According to the scenario, the team is performing the Collect Requirements process. Alternatives analysis is not used during this process. Rather, this technique used in the Define Scope process to evaluate the requirements identified in the Collect Requirements process. Since the question is asking to find a technique which is not used during the Collect Requirements process, alternatives analysis is the best answer.*

**C** Nominal group technique

*Incorrect. Nominal group technique is a structured form of brainstorming using a voting process to rank the generated ideas. This technique is an example of the interpersonal and team skills used during Collect Requirements, the process you are performing in the scenario described.*

**D** Multicriteria decision analysis

*Incorrect. The scenario suggests the Collect Requirements process is underway. Multicriteria decision analysis is a technique that uses a matrix to provide a systematic approach to establishing criteria used to evaluate and rank ideas. It can be used in the Collect Requirements process as a decision-making technique.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 153, 142-147, 138*

# PMP Exam Simulator



## PMP Exam 2

Question 72 of 200

Question ID: 610033

Which of the following best describes the Manage Quality process?

- A Identifying quality requirements and standards for the project and its deliverables
- B Leading and performing the work defined in the project management plan
- C Monitoring and recording results of executing the quality management activities
- D Translating the quality management plan into executable quality activities

✗ Question answered incorrectly

### Hint:

The key benefit of this process is that it increases the probability of meeting the quality objectives established for the project as well as identifying ineffective processes and causes of poor quality.

**Correct Answer: D**

### Explanation:

This question is an example of a few one-line knowledge-based questions that you may encounter on your exam. However, no memorization is required to answer this question correctly. The Project Quality Management Knowledge Area includes three processes: Plan Quality Management, Manage Quality, and Control Quality. In the first process, the project management plan is developed, in the second process, the plan is translated into executable activities, and in the last process, those activities are monitored for effectiveness. The answer choice that reads, "Translating the quality management plan into executable quality activities" best addresses the question asked. Manage Quality is the process of translating the quality management plan into executable quality activities that incorporate the organization's quality policies into the project.

### Details for Each Option:

- A Identifying quality requirements and standards for the project and its deliverables  
*Incorrect. This answer choice describes the Plan Quality Management process.*
- B Leading and performing the work defined in the project management plan  
*Incorrect. This answer choice describes the Direct and Manage Project Work process.*
- C Monitoring and recording results of executing the quality management activities



*Incorrect. This answer choice describes the Control Quality process.*

- D** Translating the quality management plan into executable quality activities

*Correct. This answer choice describes the Manage Quality process and is, therefore, the best answer to the question asked.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 288*

# PMP Exam Simulator



## PMP Exam 2

Question 73 of 200

Question ID: 612404

You are leading a project to design a car with new self-driving technology. During project planning, existing government regulations regarding the new technology were virtually non-existent. You identified this ambiguity risk during project planning and developed a risk response. Now, with the car ready for production, new regulations have been enacted. The new regulations are so complicated that you have trouble understanding them and their implications for the project.

What should you do next?

- A Seek the opinion of a recognized expert to validate or modify the risk response
- B Terminate the project since the new technology does not meet the new regulations
- C Submit a change request to alter the scope baseline to accommodate the new regulations
- D Proceed with the project and implemented the risk response as originally planned

⊗ Question answered incorrectly

### Hint:

How might you, as the project manager, better understand the complicated new regulations?

**Correct Answer: A**

### Explanation:

The question suggests that you, as the project manager, are performing the Implement Risk Responses process to address the ambiguity risk presented by the new regulations. Expertise should be considered from individuals or groups with specialized knowledge to validate or modify risk responses if necessary and decide how to implement them in the most efficient and effective manner. Expert judgment will be vital in understanding the new regulations before the risk response plan can be modified to ensure compliance with the new regulatory environment. According to the scenario described, the new regulations are so complicated that you have trouble understanding them and their implications for the project. Therefore, among the available choices, the next step for you before taking action is to seek the opinion of a recognized expert to understand the new regulations in order to implement the risk response to ensure compliance.

### Details for Each Option:

- A Seek the opinion of a recognized expert to validate or modify the risk response

*Correct. Expertise should be considered from individuals or groups with specialized knowledge to validate or modify risk responses if necessary and decide how to implement them in the most efficient and effective manner.*

- B** Terminate the project since the new technology does not meet the new regulations  
*Incorrect. Terminating the project at this point in the project is a premature action. It is not known how the new regulations will impact the new car's design. First, the new laws should be studied and understood before making any decisions regarding the future of the project.*
- C** Submit a change request to alter the scope baseline to accommodate the new regulations  
*Incorrect. An approved change request is required to update the scope baseline, and the project scope may need to be modified to comply with the new regulations. However, since you as a project manager have troubles to understand them, the new regulations must first be understood before the car's design can be altered to comply with the new rules.*
- D** Proceed with the project and implemented the risk response as originally planned  
*Incorrect. Typically, when an identified risk for which a response has been planned is realized, the response is implemented. However, according to the scenario, there are more variables associated with the risk that can impact project constraints implying that the original risk response may be inadequate. Therefore, blindly implementing the risk response is not your best course of action.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 398-399, 451*

# PMP Exam Simulator



## PMP Exam 2

Question 74 of 200

Question ID: 612045

A project has been initiated and is now in planning. The project sponsor is anxious for the project to move into execution and suggests that the project manager not spend any more time on the development of the communications management plan.

How should the project manager respond to the sponsor to support the completion of the communications management plan?

- A The communications management plan is a required part of the project management plan.
- B The communications management plan is required by The Standard for Project Management.
- C The communications management plan assists with stakeholder engagement.
- D The communications management plan will improve quality.

⊗ Question answered incorrectly

### Hint:

Individuals and groups that may affect or be affected by the project are often involved through communication.

**Correct Answer: C**

### Explanation:

The communications management plan describes how project communications will be handled. However, the key benefit of the communications management plan is a documented approach to effectively and efficiently engage stakeholders by presenting relevant information promptly. Since the strategies to effectively engage stakeholders are often fulfilled through communications, the best response the project manager can provide to the sponsor is that the communications management plan assists with stakeholder engagement.

### Details for Each Option:

- A The communications management plan is a required part of the project management plan.  
*Incorrect. Typically, the communications management plan is a component of the project management plan; however, the needs of the project determine which components are needed. Therefore, the communications plan is not a 'required' part of the project management plan.*
- B The communications management plan is required by The Standard for Project Management.

*Incorrect. The Standard for Project Management identifies processes that are considered good practices on most projects. However, the Standard does not require any particular process or practice be performed. Project managers may use some, all, or none of the processes outlined in the Standard.*

- C** The communications management plan assists with stakeholder engagement.

*Correct. The key benefit of the communications management plan is a documented approach to effectively and efficiently engage stakeholders by presenting relevant information promptly. Therefore, of the choices provided, this statement represents the best response the project manager can offer to the project sponsor to support the completion of the communications management plan.*

- D** The communications management plan will improve quality.

*Incorrect. The communications management plan describes how project communications will be planned, structured, implemented, and monitored for effectiveness. The plan is focused on who will receive which project information, how often, and by what means. Improved quality could be a positive by-product of the communications management plan; however, it is not the main purpose of the plan and therefore is not the best answer.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 366, 86*

# PMP Exam Simulator



## PMP Exam 2

Question 75 of 200

Question ID: 612574

You are in the execution stage of a large and complex project which involves coordinating the activities of many vendors. You recognize that the procurement manager's engagement level plays a critical role in the success of the project, and you would like to increase this stakeholder's involvement in the project.

What is the best way to accomplish this goal?

- A Send the stakeholder monthly project status updates
- B Ask the stakeholder to review the project management plan
- C Have the stakeholder attend the daily stand-up meetings
- D Periodically ask the stakeholder to provide their opinion

✘ Question answered incorrectly

### Hint:

Which of the options is interactive and provides benefits to the project?

**Correct Answer: D**

### Explanation:

Increasing stakeholders' involvement in the project is one of the goals of the Manage Stakeholder Engagement process described in the scenario. Expert judgment is one of the tools and techniques that may be useful during the Manage Stakeholder Engagement process. The procurement manager possesses unique expertise in the area of vendor management which is especially valuable on the project that involves many vendors as stated in the question. Expertise should be considered from individuals or groups with specialized knowledge or training on topics including vendor management. The project will benefit from the uniquely qualified insights that can be provided by this individual in aspects of the project related to the project's vendors. Of the available choices, having the stakeholder provide their opinion (expert judgment) is the best way to engage this stakeholder and increase their involvement.

### Details for Each Option:

- A Send the stakeholder monthly project status updates  
*Incorrect. Sending the stakeholder monthly project status updates may be a good idea. However, this action involves one-way communication and is not interactive by nature. Therefore, this answer choice is not likely to have a significant impact on the stakeholder's involvement in the project.*

**B** Ask the stakeholder to review the project management plan

*Incorrect. The stakeholder identified in the question is the procurement manager. Much of the project management plan will not be relevant to this stakeholder's role in the project. Therefore, the stakeholder may not even agree to take this action as it is not a good use of their time and effort. Additionally, this activity represents a one-time action that will not likely sustain the engagement of the stakeholder throughout project execution.*

**C** Have the stakeholder attend the daily stand-up meetings

*Incorrect. The daily stand-up meeting is an activity used in agile projects. It is not known from the question whether or not agile methodologies are being used on the project. Regardless, the daily stand-up meeting is a timeboxed meeting that is attended by the development team and an agile leader. It would not be appropriate, or particularly helpful, for the procurement manager to attend this meeting.*

**D** Periodically ask the stakeholder to provide their opinion

*Correct. Expertise (disguised by the word "opinion") should be considered from individuals or groups with specialized knowledge or training on topics including vendor management. The project will benefit from the uniquely qualified insights that can be provided by the procurement manager in aspects of the project related to the project's vendors. Of the available choices, this action represents a perfect way for you, as the project manager, to engage this stakeholder and increase their involvement.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 526*

# PMP Exam Simulator



## PMP Exam 2

Question 76 of 200

Question ID: 613707

The principal force behind your current project is the business development group, and they are highly invested and influential in this project. You recognize the extraordinary influence the business development group has on the project, and you have developed specific strategies for maintaining the relationship.

What skill are you representing in your interactions with the business development group?

- A Interpersonal skills
- B Political awareness
- C Leadership
- D Networking

⊗ Question answered incorrectly

### Hint:

Understanding who wields power and influence within an organization is defined as what?

**Correct Answer: B**

### Explanation:

Political awareness is an interpersonal skill used to understand who wields power and influence in an organization or situation and develop strategies to build relationships with those people. In this scenario, you have recognized how influential the business development group is and have developed specific strategies for interacting with them thereby using the skill of political awareness. While all answer choices describe skills applicable in the scenario provided, political awareness is the best answer to the question asked.

### Details for Each Option:

**A** Interpersonal skills

*Incorrect. It is accurate that interpersonal skills are needed to establish and maintain relationships. However, in this scenario, you have recognized how influential the business development group is and have developed specific strategies for interacting with them. This skill is known as political awareness which is an example of an interpersonal skill. Political awareness is represented by another answer choice. Since there is another answer choice that is more specific, this choice is not the best answer.*



**B** Political awareness

*Correct. In this scenario, you have recognized how influential the business development group is and have developed specific strategies for interacting with them. This skill is known as political awareness.*

**C** Leadership

*Incorrect. Regarding stakeholder engagement, leadership is the ability to communicate a vision and inspire stakeholders to support the project. In this scenario, the business development group is already supportive of the project. Therefore, this is not the best answer.*

**D** Networking

*Incorrect. Networking is establishing connections and relationships with others inside or outside your organization. While monitoring stakeholder engagement, which is what this scenario implies, networking can be used to determine levels of stakeholder engagement. However, in this situation, you already know the business development group's level of engagement making this answer incorrect.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 534*

# PMP Exam Simulator



## PMP Exam 2

Question 77 of 200

Question ID: 610025

You are acquiring the necessary resources for your project. The organization where you are employed is an international company with locations in several countries. With personnel located around the globe, you will be forming your project team as a virtual team, and the team members will be allowed to work from their home offices.

What special considerations do you need to take into account while working with your team?

- A Project expenses
- B Communication planning
- C Pre-assigned team members
- D Team members with disabilities or mobility issues

✗ Question answered incorrectly

### Hint:

What becomes more challenging in a virtual environment?

**Correct Answer: B**

### Explanation:

Communication planning becomes increasingly important in a virtual team environment. Additional time may be needed to set clear expectations, facilitate communications, develop protocols for resolving conflict, include people in decision making, understand cultural differences, and share credit for success. When the project team is located in the same physical space, communication is much easier and more effective. Face-to-face communication is richer and is the most effective form of communication. Tone and non-verbal communication may be lost in a virtual environment. Additionally, virtual teams lack the intangible benefits of colocated teams who are able to bond more easily and become more cohesive. Therefore, communication planning will require special consideration while working with a virtual team.

### Details for Each Option:

- A Project expenses

*Incorrect. One of the advantages of the team members working from their home offices as a virtual team is the expense savings associated with offices and physical equipment needed for employees if they were working in the company's offices. Therefore, project expenses are not a special consideration for a virtual team, making this choice an incorrect response.*

**B** Communication planning

*Correct. Communication planning becomes increasingly important in a virtual team environment. Additional time may be needed to set clear expectations, facilitate communications, develop protocols for resolving conflict, include people in decision making, understand cultural differences, and share credit for success. Therefore, communication planning should be specifically considered while the work is performed by a virtual team.*

**C** Pre-assigned team members

*Incorrect. When physical or team resources for a project are determined in advance, they are considered pre-assigned. Whether or not the project team members were pre-assigned has no bearing on the team operating in a virtual environment. Therefore, this answer can be eliminated.*

**D** Team members with disabilities or mobility issues

*Incorrect. The question states the team members will be allowed to work from their home offices. Therefore, individuals with disabilities or mobility issues will be able to work from home without a need to commute to their local office. Thus, no special considerations should be taken into account with the use of a virtual team when some of the team members have disabilities or mobility issues.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 333*

# PMP Exam Simulator



## PMP Exam 2

Question 78 of 200

Question ID: 612495

During project execution, you discovered that some of the key stakeholders are not keeping up with project developments. The stakeholders indicate that most of the information on the weekly reports are irrelevant and they do not have time to read all of the content. As a result, these stakeholders have missed several key action items, thereby, putting the project behind schedule.

What is most likely the cause of this issue?

- A Emailing the report rather than allowing the stakeholders to pull the information at their convenience
- B Sharing the report using information radiators instead of social media
- C Sending the same report to all stakeholders
- D Withholding pertinent information from the report

✗ Question answered incorrectly

### Hint:

Project reporting should be adapted to the needs of individual stakeholders or groups of stakeholders.

**Correct Answer: C**

### Explanation:

Project information is distributed to many groups of stakeholders and should be adapted to provide information at an appropriate level, format, and detail for each type of stakeholder. Sending the same report to all stakeholders without customizing the communication for individuals or groups may cause some stakeholders to miss relevant information buried among details that are not relevant to their role in the project. This issue may cause action items to be missed and put the project in jeopardy of missing its objectives. Therefore, sending the same report to all stakeholders was most likely the cause of the issue and is, therefore, the best answer to the question asked.

### Details for Each Option:

- A Emailing the report rather than allowing the stakeholders to pull the information at their convenience  
*Incorrect. The fundamental problem in this scenario is that at least some of the key stakeholders are receiving information that is not relevant to their role in the project. Therefore, the problem lies with the content rather than the method of communication.*

**B** Sharing the report using information radiators instead of social media

*Incorrect. An information radiator is a visible, physical display that provides information to the project stakeholders enabling up-to-the-minute knowledge sharing without having to disturb the team. While information radiators are typically used on agile projects, they can be used in any project, for example, to share the weekly project report described in the scenario. However, the problem in the scenario described is the content of the report rather its format. Therefore, regardless of how the report is shared, either using an information radiator or social media tools, the issue was likely caused by a different reason.*

**C** Sending the same report to all stakeholders

*Correct. Project information is distributed to many groups of stakeholders and should be adapted to provide information at an appropriate level, format, and detail for each type of stakeholder as specified in the communications management plan. Therefore, sending the same report to all stakeholders without adapting it to the needs of the recipients most likely caused the issue described in the scenario.*

**D** Withholding pertinent information from the report

*Incorrect. While withholding pertinent information from the report could have led to the issue described in the scenario, the question suggests that the relevant information is getting lost among information that is not relevant to some of the key stakeholders rather than missed from the report. Therefore, this choice is not the best answer.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 385*

# PMP Exam Simulator



## PMP Exam 2

Question 79 of 200

Question ID: 612328

During project planning, a risk was identified that the vendor contracted to supply materials for the project may not be able to meet the contractual requirements. The response to this risk was to contract with a secondary vendor at a higher cost, and contingency reserves were set aside for this risk. Eventually, during project execution, the risk was realized, and the secondary vendor has been contracted to provide the remainder of the needed material.

What should the project manager do first?

- A Perform the Conduct Procurements process
- B Update the risk register
- C Implement the agreed-upon risk response
- D Submit a change request to update the cost baseline

⊗ Question answered incorrectly

### Hint:

What will likely need to be updated as a result of performing the Implement Risk Responses process?

**Correct Answer: B**

### Explanation:

The question implies that the Implement Risk Responses process was triggered and completed in this scenario. The risk register should be updated to reflect any changes to the previously agreed-upon risk responses for individual project risks that are subsequently applied as a result of the Implement Risk Responses process. In this scenario, the risk status will likely need to be updated in the risk register along with any identified risks associated with the secondary vendor. Therefore, among the available choices, updating the risk register is what the project manager should do first.

### Details for Each Option:

- A Perform the Conduct Procurements process  
*Incorrect. The question states that the secondary vendor has already been contracted to provide the remaining balance of the materials implying the Conduct Procurements process has already been carried out. Therefore, there is no reason to perform the process again.*
- B Update the risk register

*Correct. The risk register should be updated to reflect any changes to the previously agreed-upon risk responses for individual project risks that are subsequently made as a result of the Implement Risk Responses process. Since the risk response has been implemented, the risk register should be updated first.*

**C** Implement the agreed-upon risk response

*Incorrect. The question states that the agreed-upon risk response was implemented with the contracting of the secondary vendor.*

**D** Submit a change request to update the cost baseline

*Incorrect. The question states that contingency reserves were set aside for the identified risk in the scenario. Contingency reserves are already included in the cost baseline. Without further information that the contingency reserves are inadequate, there is no reason to update the cost baseline, making the submission of the change request unnecessary.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 452, 417*

# PMP Exam Simulator



## PMP Exam 2

Question 80 of 200

Question ID: 612786

You are leading a project team that will consist of a mixture of internal employees and contractors, and you have decided to use a chart that will ensure the assignment of roles and responsibilities is clear. The table has a list of activities as well as an indication of which team member is accountable, responsible, providing consultation, or is an information resource for the activity.

Which of the following choices describe this chart?

- A Responsibility assignment matrix (RAM)
- B Control chart
- C Resource histogram
- D Resource breakdown structure

⊗ Question answered incorrectly

### Hint:

The scenario describes a RACI (responsible, accountable, consult, inform) chart which is a specific example of another type of chart.

**Correct Answer: A**

### Explanation:

The RAM is a tool used during Plan Resource Management to illustrate the connections between work packages and project team members. The matrix format shows all activities associated with one person and all people associated with one activity ensuring there is only one person accountable for any one task. By using a RAM, the project manager can avoid confusion about who has authority for the work. The scenario describes a RACI (responsible, accountable, consult, inform) chart which is an example of a RAM. The RACI chart shows the activities to be completed and designates the resources assigned to each activity as either responsible, accountable, consult, or inform. Using a RACI chart can ensure the assignment of roles and responsibilities are understood. Since the RACI chart is an example of a RAM, and the RACI chart was not an answer choice, RAM is the best answer to this question.

### Details for Each Option:

- A Responsibility assignment matrix (RAM)



*Correct. A RAM shows the project resources assigned to each activity and is used to illustrate the connections between activities and project team members. The scenario describes a RACI (responsible, accountable, consult, inform) chart which is a tool used to ensure the assignment of roles and responsibilities is clear. Since a RACI chart is an example of a RAM, this choice is the best answer to the question asked.*

**B** Control chart

*Incorrect. Control charts are used to plot measurements gathered during the Control Quality process to determine the stability of a process. In this scenario, you are using a chart to display project team member's roles and responsibilities which is a tool used in the Plan Resource Management process, not the Control Quality process.*

**C** Resource histogram

*Incorrect. The resource histogram is a bar chart that provides a visual representation of the number of hours a person, department, or the entire project team will be needed each week or month over the course of the project. The focus of the resource histogram is only on the staff hours required, not roles, responsibilities, or activities; therefore, this choice is an incorrect answer.*

**D** Resource breakdown structure

*Incorrect. The resource breakdown structure is a hierarchical list of team and physical resources related by category and resource type. Used in conjunction with the WBS, the resource breakdown structure allows the work to be planned, monitored and controlled. The RACI chart, described in the scenario, assigns responsibilities to specific team members whereas the resource breakdown structure uses resource types. Therefore, the resource breakdown structure is not the chart described in the scenario.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 317*

# PMP Exam Simulator



## PMP Exam 2

Question 81 of 200

Question ID: 612316

A project manager is asked by senior management to share information on a critical project update with the appropriate stakeholders. The project manager needs to decide how the information should be communicated and is debating whether to post an informal memo to the company's internal website or email a formal report to the stakeholders.

Based on this situation, what technique or consideration for effective communication is the project manager using?

- A Presentations
- B Choice of media
- C Sender-receiver models
- D Writing style

✘ Question answered incorrectly

### Hint:

What determines when to prepare an informal memo versus a formal report?

**Correct Answer: B**

### Explanation:

All answer choices are techniques and considerations for effective communication. However, only the choice of media involves decisions such as when to prepare an informal memo versus a formal report, and when to use push/pull options along with the choice of appropriate technology. Based on the scenario described by the question, the choice of media is the best answer choice.

### Details for Each Option:

**A** Presentations

*Incorrect. Presentations include the awareness of the impact of body language and design of visual aids. The scenario provided by the question does not address these aspects of communication.*

**B** Choice of media

*Correct. The choice of media involves decisions such as when to prepare an informal memo versus a formal report, and when to use push/pull options and the choice of appropriate technology.*

**C**     Sender-receiver models

*Incorrect. Sender-receiver models incorporate feedback loops to provide opportunities for interaction and remove barriers to effective communication. The premise of the question does not include feedback loops.*

**D**     Writing style

*Incorrect. Writing style includes the appropriate use of active versus passive voice, sentence structure, and word choice. The question is asking about methods of communication rather than content.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 381*

# PMP Exam Simulator



## PMP Exam 2

Question 82 of 200

Question ID: 610060

As part of quality assurance, a project manager wants to ensure that a list of requirements has been satisfied.

What is the best approach for the project manager?

- A Use quality improvement tools
- B Conduct process analysis
- C Perform a root cause analysis
- D Use a checklist

✗ Question answered incorrectly

### Hint:

What data gathering technique may be used during the Manage Quality process?

**Correct Answer: D**

### Explanation:

The Manage Quality process is sometimes called quality assurance. A data-gathering technique that can be used for the Manage Quality process is checklists. A checklist is a structured tool, usually component-specific, used to verify that a set of required steps has been performed or to check if a list of requirements has been satisfied. According to the scenario, the project manager wants to ensure that a list of requirements has been satisfied. Therefore, of the choices provided, using a checklist is the best answer to the question asked.

### Details for Each Option:

- A Use quality improvement tools  
*Incorrect. Quality improvement tools may be used to analyze opportunities for quality improvement. However, the question is asking for the best approach to ensure that a list of requirements has been satisfied.*
- B Conduct process analysis  
*Incorrect. Process analysis identifies opportunities for process improvements. Process analysis is not used to determine compliance with requirements.*
- C Perform a root cause analysis

*Incorrect. A root cause analysis is an analytical technique used to determine the basic underlying reason that causes a defect. However, the question does not provide any information on defects.*

**D** Use a checklist

*Correct. A checklist is a structured tool used to verify that a set of required steps has been performed or to check if a list of requirements has been satisfied.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 292*



Question 83 of 200

Question ID: 612172

A project manager has just taken over a project to develop a product using a hybrid life cycle. With this project, the hardware has fixed requirements while the software requirements are still evolving.

How should the project manager apply the hybrid life cycle for this project?

- A Both the hardware and software should have their scope defined during initial project planning
- B Develop the hardware with a predictive life cycle and use an adaptive life cycle for the software
- C Both the hardware and software should have their scope defined iteratively
- D Develop the software with a predictive life cycle and use an adaptive life cycle for the hardware

✗ Question answered incorrectly

### Hint:

A hybrid development life cycle is a combination of predictive and adaptive life cycles.

### Correct Answer: B

### Explanation:

The question describes a project which is utilizing a hybrid development life cycle. A hybrid development life cycle is a combination of predictive and adaptive life cycles. In a predictive life cycle, the project scope, time, and cost are determined in the early phases of the life cycle. With an adaptive life cycle, the detailed scope is defined and approved before the start of an iteration. With a hybrid life cycle, those elements of the project that are well-known or have fixed requirements follow a predictive development life cycle, and those elements that are still evolving follow an adaptive development life cycle. In this scenario, the hardware has fixed requirements while the software requirements are still evolving. Therefore, the project manager should develop the hardware with a predictive life cycle and use an adaptive life cycle for the development of the software.

### Details for Each Option:

- A Both the hardware and software should have their scope defined during initial project planning  
*Incorrect. This answer choice describes a project with a predictive development life cycle. Whereas, a hybrid development life cycle is a combination of predictive and adaptive life cycles.*
- B Develop the hardware with a predictive life cycle and use an adaptive life cycle for the software

*Correct. With a hybrid life cycle, those elements of the project that have fixed requirements follow a predictive development life cycle, and those elements that are still evolving follow an adaptive development life cycle.*

- C** Both the hardware and software should have their scope defined iteratively

*Incorrect. A hybrid development life cycle is a combination of predictive and adaptive life cycles. When using an adaptive development life cycle, the project scope is developed iteratively. In this case, the development of the software should use an adaptive life cycle, but not the hardware.*

- D** Develop the software with a predictive life cycle and use an adaptive life cycle for the hardware

*Incorrect. A hybrid development life cycle does use a combination of predictive and adaptive life cycles. However, those elements of the project that have fixed requirements follow a predictive development life cycle, and those elements that are still evolving follow an adaptive development life cycle.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 19*

# PMP Exam Simulator



## PMP Exam 2

Question 84 of 200

Question ID: 625207

There have been quality problems with one of the deliverables on your project. A project team member has informed you they have discovered a workaround that will bring the product back into acceptable limits. The possibility of quality issues with this product was not identified as a risk. Both the workaround and the rework requires an increase in costs.

Which of the following is correct when funding this unforeseen workaround and rework?

- A The use of the contingency reserves and submission of a change request to adjust the cost baseline
- B The use of the contingency reserves without adjusting the cost baseline
- C The use of the management reserves and submission of a change request to adjust the cost baseline
- D The use of the management reserve without adjusting the cost baseline

✘ Question answered incorrectly

### Hint:

Which reserve is intended to address the 'unknown unknowns', and how will it affect the cost baseline?

**Correct Answer: C**

### Explanation:

The quality issues encountered on the project were unforeseen. Management reserves are an amount of the project budget withheld for management control purposes and are reserved for 'unknown unknowns' that can affect a project. When an amount of management reserves is used to fund unforeseen work, the amount of management reserve used is added to the cost baseline, thus requiring an approved change request to update the cost baseline.

### Details for Each Option:

- A The use of the contingency reserves and submission of a change request to adjust the cost baseline  
*Incorrect. Contingency reserves are part of the cost baseline intended to be used to address 'known unknowns'.*
- B The use of the contingency reserves without adjusting the cost baseline  
*Incorrect. Contingency reserves are intended to be used to address 'known unknowns'.*
- C The use of the management reserves and submission of a change request to adjust the cost baseline



*Correct. Management reserves are intended to address 'unknown unknowns' that can affect a project. When an amount of management reserve is used to fund unforeseen work, the amount is added to the cost baseline.*

**D** The use of the management reserve without adjusting the cost baseline

*Incorrect. When an amount of management reserve is used to fund unforeseen work, the amount used is added to the cost baseline.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 252, 265, 269*

# PMP Exam Simulator



## PMP Exam 2

Question 85 of 200

Question ID: 612416

During quality testing, the team members identify several gaps in performance and record this information in the issue log. The project manager discusses the gaps with the engineers trying to understand what caused the problem. The engineers recommend using a data analysis technique that can help determine the underlying reasons for the performance gaps.

What technique do the engineers recommend?

- A Root cause analysis (RCA)
- B Scatter diagram
- C Control chart
- D Performance reviews

⊗ Question answered incorrectly

### Hint:

It is the data analysis technique, not the data representation technique.

### Correct Answer: A

### Explanation:

The scenario implies that either the Manage Quality process or the Control Quality process is underway. Both root cause analysis (RCA) and cause-and-effect diagrams can be used as tools and techniques in these processes. However, RCA is an example of the data analysis technique, while the cause-and-effect diagram is an example of the data representation technique. The question reads, "The engineers recommend using a data analysis technique that can help determine the underlying reasons for the performance gaps." The RCA is an analytical technique used to determine the basic underlying reason that causes a variance, defect, or risk, making the RCA the best answer to the question asked. Note, the cause-and-effect diagram is a data representation technique that can be used in an RCA to help identify the main or root cause of the problem. However, on its own, the cause-and-effect diagram does not determine 'what' ultimately caused the problem.

### Details for Each Option:

- A Root cause analysis (RCA)

*Correct. Root cause analysis is a data analysis technique used to determine the basic underlying reason that causes a variance, defect, or risk. When all root causes for a problem are removed, the problem does not recur. Of the choices provided, the RCA best addresses the project manager's need to understand what caused the performance gaps and is, therefore, the best answer to the question asked.*

**B** Scatter diagram

*Incorrect. A scatter diagram is an example of the data representation technique that can be used as part of the Manage Quality process and/or Control Quality process. The application of this technique results in a graph that shows the relationships between two variables, for example, the planned performance vs. the actual performance. The graph, however, does not help determine the underlying reasons for the performance gaps as described in the scenario.*

**C** Control chart

*Incorrect. Control charts are used to determine whether or not a process is stable or has a predictable performance. Control charts are not used to figure out the cause of an issue but rather to identify issues that need to be investigated.*

**D** Performance reviews

*Incorrect. Performance reviews measure, compare, and analyze the quality metrics defined by the Plan Quality Management process against actual results. A performance review can identify an issue that needs to be resolved but does not look into its root cause.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 292, 293, 303, 304*

# PMP Exam Simulator



## PMP Exam 2

Question 86 of 200

Question ID: 612507

You and your project team hold a meet-and-greet with the key stakeholders from a distant country to help build rapport. Feedback after the meeting indicates that your project team felt the stakeholders were distant and aloof as they kept stepping back when engaged in conversation. Whereas, some of the stakeholders thought you and the project team were too pushy and did not respect their personal space.

What could have helped you to avoid these perceptions?

- A Better cultural awareness
- B Improved political awareness
- C Conducting the meeting virtually
- D Applying conflict management skills

⊗ Question answered incorrectly

### Hint:

Each group, project team and key stakeholders, have different norms of personal space.

**Correct Answer: A**

### Explanation:

Cultural awareness is an understanding of the differences between individuals, groups, and organizations and adapting the project's communications strategy in the context of these differences. This awareness and any consequent actions minimize misunderstandings and miscommunication that may result from cultural differences within the project's stakeholder community. The scenario implies that each group, project team and key stakeholders, possessed different norms regarding personal space. For example, some cultures communicate closer in proximity to one another, while other cultures value greater personal space. Better cultural awareness most likely would have helped you understand those differences and enabled you and your project team to allow the key stakeholders to have more personal space eventually reducing or avoiding the misperceptions.

### Details for Each Option:

- A Better cultural awareness

*Correct. Cultural awareness is an understanding of the differences between individuals, groups, and organizations and adapting the project's communication strategy in the context of these differences. The scenario implies that each group, project team and key stakeholders, has different perceptions regarding personal space. Knowing these differences would have helped you and the team to behave in a way that would not be perceived by the stakeholders as an invasion into their personal space.*

**B** Improved political awareness

*Incorrect. Political awareness concerns the recognition of power relationships, both formal and informal, and also the willingness to operate within these structures. The problem described by the question centers around differences in norms of personal space rather than power relationships.*

**C** Conducting the meeting virtually

*Incorrect. A virtual meeting certainly would have avoided any issues with personal space. However, the meeting was important enough to arrange travel to a distant country, and a virtual meeting is not the best method for achieving the relationship goals. It is better to accommodate the different norms for personal space as opposed to opting for a virtual meeting.*

**D** Applying conflict management skills

*Incorrect. There is not enough information in the question to suggest that the groups had a conflict. The question describes an unpleasant situation created by the project manager and the team and the key project stakeholders as a result of different norms for the perception of personal space by those groups.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 386, 376*

# PMP Exam Simulator



## PMP Exam 2

Question 87 of 200

Question ID: 612340

During project initiation, the project manager realizes that due to the resource requirements of other higher priority projects, some resources may not be available for the current project. If this happens, the project may fail. The project manager wants to ensure that this risk is known to key project stakeholders as one of the conditions to terminate the project.

What should the project manager do?

- A Issue a risk report
- B Develop a resource management plan
- C Terminate the project
- D Establish the project exit criteria

⊗ Question answered incorrectly

### Hint:

Is the project at risk of failure?

**Correct Answer: D**

### Explanation:

Project exit criteria (also known as accomplishment criteria) defines the conditions that need to be met in order to close or to cancel the project or phase. The scenario implies the project is set up for failure if resources are unavailable to fulfill the project requirements. By proactively identifying the risk of resources being unavailable, establishing the project exit criteria early in the project, and documenting the criteria in the project charter, the key project stakeholders would be aware of the circumstances. In the event risk realizes, i.e., the resources are not available, the news would not come as a surprise, and the project would not be considered a failure. If the project meets its exit criteria, the project enters the Close Project or Phase process.

### Details for Each Option:

- A Issue a risk report

*Incorrect. The risk report is a project document that is first created as an output of the Identify Risks process and then developed progressively throughout the Project Risk Management processes. This document summarizes information on individual project risks and the level of overall project risk. While the risk report could have*

documented the risk of resource unavailability, it is not the right place to specify the conditions for project termination. Additionally, the risk report is typically not available during project initiation.

**B** Develop a resource management plan

*Incorrect. The resource management plan establishes the approach for managing project resources. The plan could include information on how best to secure resources for the project; however, developing the plan does not address the essence of the question, which is concerned with communicating the risk of resource unavailability to the project stakeholders. Additionally, the resource management plan is created during project planning, while the scenario describes a project in initiation.*

**C** Terminate the project

*Incorrect. The question is concerned with communicating the potential risk of resource unavailability to the key project stakeholders and ensuring this risk is documented as a condition to project termination. Terminating the project at this point is a premature action.*

**D** Establish the project exit criteria

*Correct. Project exit criteria (also known as accomplishment criteria) describe the conditions to be met in order to close or to cancel the project or phase and is included in the project charter. By documenting these criteria, the key project stakeholders will be aware of the resource unavailability as one of the conditions to terminate the project.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 81, 121-123, 330*

# PMP Exam Simulator



## PMP Exam 2

Question 88 of 200

Question ID: 651360

During a routine analysis of the project's reserves, the project manager realizes that some project costs have been saved due to the project taking advantage of an unexpected opportunity to outsource several activities.

What should the project manager do with these saved costs?

- A Record them as actual costs (AC)
- B Add them to the contingency reserves
- C Reduce them from the budget at completion
- D Credit them to the procurement department

✗ Question answered incorrectly

### Hint:

Cost savings earned from an unexpected opportunity are not considered contingency or management reserves.

**Correct Answer: B**

### Explanation:

The scenario describes reserve analysis, which is an example of a data analysis technique that can be used as part of the Control Costs process implied by the scenario. Contingency and management reserves are the funds set aside that are allocated to respond to known and unknown risks throughout the project. This scenario, however, does not deal with the contingency or management reserves. Rather, it describes a situation where the project seized a previously unexpected opportunity to outsource some work instead of performing it internally. As a result, the project earned a cost saving. Those cost savings may be added to the project's contingency reserves for use in the project, or taken from the project as profit/margin. While adding the cost savings to the contingency reserves is not a complete answer since it does not cover the option of taking those cost savings as profit/margin, of the choices provided, adding the cost savings to the contingency reserves is the best answer to the question asked.

### Details for Each Option:

- A Record them as actual costs (AC)

*Incorrect. The cost savings gained by outsourcing the work is not recognized as actual costs. The actual costs are the funds used for the work, not the difference between the work sourced externally and if the work was performed internally.*



**B** Add them to the contingency reserves

*Correct. When opportunities are captured resulting in cost savings, funds may be added to the contingency amount, or taken from the project as margin/profit.*

**C** Reduce them from the budget at completion

*Incorrect. The budget at completion (BAC) is not adjusted in reaction to cost savings. The BAC is expected to be stationary from the start as part of the cost baseline to measure project performance.*

**D** Credit them to the procurement department

*Incorrect. There is not enough information in the scenario to determine if the procurement department was (or was not) involved in project planning and procurement. Nor does the scenario suggest that crediting cost saving to the procurement department is the policy of the performing organization or this particular project.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 265*

# PMP Exam Simulator



## PMP Exam 2

Question 89 of 200

Question ID: 610028

To hire independent contractors for the project team, the project manager follows the resource management plan and advertises the opportunity on social media. The response is overwhelming. After narrowing down the list of applicants to those qualified for the project work, the project manager has a much larger than anticipated candidate pool.

What should the project manager do next?

- A Apply the source selection criteria to the candidate pool
- B Submit a change request to update the resource management plan
- C Update the lessons learned repository
- D Use multicriteria decision analysis to select the team members

⊗ Question answered incorrectly

### Hint:

What is the best method for the project manager to determine which candidates to select for the project team?

**Correct Answer: D**

### Explanation:

The question involves two processes: Acquire Resources (independent contractors are hired for the project team) and Conduct Procurements (external resources, which could be both physical and human, are procured). Advertising, that was used by the project manager to attract potential contractors, is a tool or technique of the Conduct Procurement process. Decision making is one of the tools and techniques that may be used as part of the Acquire Resources process.

The context of the question (procuring resources for the project team) suggests that of the two processes, Acquire Resources and Conduct Procurements, the former is likely the process one should focus on. Decision-making techniques that can be used in the Acquire Resources process include multicriteria decision analysis. With multicriteria decision analysis, criteria are developed and used to rate or score potential resources (applicants for contract work in this case). The criteria are weighted according to their relative importance and values, and can then be applied to the candidate pool to determine the best applicants to serve on the project team. Of the choices provided, using the multicriteria decision analysis tool will be most helpful for the project manager in selecting the project team members from a large list of qualified applicants and is, therefore, what the project manager should do next.

**Details for Each Option:**

**A** Apply the source selection criteria to the candidate pool

*Incorrect. Source selection criteria is a set of attributes desired by the buyer which a seller is required to meet or exceed to be selected for a contract. However, the question states that the candidate list has already been narrowed down to those that are qualified to perform the project work. Therefore, the source selection criteria have already been applied to the candidate pool, making this answer choice a redundant step.*

**B** Submit a change request to update the resource management plan

*Incorrect. The resource management plan may be updated to reflect actual experience in acquiring resources for the project. However, based on the scenario, the project team members have not yet been selected from the candidate pool. Therefore, submitting a change request to update the resource management plan is premature.*

**C** Update the lessons learned repository

*Incorrect. The lessons learned repository is a store of historical information about lessons learned in past projects. When the project is in progress, it is the lessons learned register, not the repository, that should be updated to document the experience of using social media to acquire contractors. Therefore, updating the lessons learned repository is not what the project manager should do next.*

**D** Use multicriteria decision analysis to select the team members

*Correct. With multicriteria decision analysis, criteria are developed and used to rate or score potential resources. The criteria are weighted according to their relative importance and values. The use of multicriteria decision analysis will be most helpful for the project manager to select the project team from a large list of qualified applicants and is, therefore, what the project manager should do next.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 332*

# PMP Exam Simulator



## PMP Exam 2

Question 90 of 200

Question ID: 612342

You are the project manager reviewing the results of a quality report prepared by a team external to the project. The quality report indicates settings on a piece of equipment that are not configured to the exact specifications outlined in the quality management plan.

What should you do immediately?

- A Speak with the team member who programmed the settings
- B Record the issue in the issue log
- C Review the quality management plan
- D Conduct a process analysis

⊗ Question answered incorrectly

### Hint:

Where should a current condition or situation that may have an impact on the project objectives be captured?

**Correct Answer: B**

### Explanation:

The question implies you are carrying out the Manage Quality process. The quality report, an output of the Manage Quality process, includes information that can be used to take corrective actions in order to achieve the project quality objectives. The quality report can be a result of an audit, a structured, independent process used to determine if project activities comply with organizational and project policies, processes, and procedures and identify nonconformity, gaps, and shortcomings in the project. In the scenario described, the wrong settings identified in the quality report is a nonconformity issue that should immediately be recorded in the issue log. An issue is a current condition or situation that may have an impact on the project objectives. Capturing the issue in the issue log will ensure the issue is monitored and, if needed, resolved.

### Details for Each Option:

- A Speak with the team member who programmed the settings

*Incorrect. Speaking with the team member would be a good idea when investigating the issue, but the issue should be recorded in the issue log first.*

**B** Record the issue in the issue log

*Correct. Any time an issue is found, the project manager should record and document the problem as supporting evidence. Immediately logging the issue in the issue log ensures the problem will not be overlooked and that steps will be taken to resolve the issue.*

**C** Review the quality management plan

*Incorrect. The scenario says that the quality report indicates settings on a piece of equipment were not configured to the exact specifications outlined in the quality management plan. This implies the quality management plan has already been reviewed.*

**D** Conduct a process analysis

*Incorrect. Process analysis is a data analysis technique that identifies opportunities for process improvements by examining problems, constraints, and non-value-added activities that occur during a process. Process analysis would be used to identify an issue and may have been used as part of the quality audit in this scenario. Conducting a process analysis would not be the first action to take when an issue has been identified.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 294, 296*

# PMP Exam Simulator



## PMP Exam 2

Question 91 of 200

Question ID: 613686

You are working with your team to develop the scope management plan.

Which of the following will you need to complete this process?

- A Project charter and business case
- B Stakeholder engagement plan and quality management plan
- C Lessons learned register and project schedule
- D Project life cycle description and development approach

✗ Question answered incorrectly

### Hint:

To plan scope management, you need to know which method will be used for the project, for example, waterfall or agile.

**Correct Answer: D**

### Explanation:

The question implies that the Plan Scope Management process is being carried out. The scope management plan, which is an output from that process, documents how the project and product scope will be defined, validated, and controlled. Different development approaches and different project lifecycles will handle the definition, validation, and control of the scope differently. Therefore, among the choices given, the project life cycle description and development approach documents are the components of the project management plan that you will need in order to complete the development of the scope management plan.

### Details for Each Option:

- A Project charter and business case  
*Incorrect. The scope management plan is an output of the Plan Scope Management process. The question essentially asks to find inputs to this process. While the project charter is an input to the Plan Scope Management process, the business case is not.*
- B Stakeholder engagement plan and quality management plan

*Incorrect. The components of the project management plan that are inputs to the Plan Scope Management process are the quality management plan, the project life cycle description, and the development approach. The stakeholder engagement plan is not included.*

**C** Lessons learned register and project schedule

*Incorrect. Neither the lessons learned register nor the project schedule is an input of the process, making this choice an incorrect answer.*

**D** Project life cycle description and development approach

*Correct. Both the project life cycle description and development approach documents are components of the project management plan that are inputs to the Plan Scope Management process.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 135, 131*

A project manager is in the process of creating the stakeholder register. He has just completed the stakeholder classifications and needs to update the project roles.

According to the partial stakeholder register below, which individual is most likely to be the project sponsor?

Stakeholder Register - Project Zebra				
Identification Information		Stakeholder Classification		
Name of Stakeholder	Project Role	Internal / External to the Project	Power / Interest	Direction of Influence
John Snow		Internal	High / High	Upward
Todd Young		External	High / High	Upward
Marie Smith		External	Low / High	Outward
Tonya Stewart		Internal	Low / High	Sideward

- A John Snow
- B Todd Young
- C Marie Smith
- D Tonya Stewart

✘ Question answered incorrectly

**Hint:**

Projects are initiated by an entity external to the project.

**Correct Answer: B**



**Explanation:**

Projects are initiated by an entity external to the project such as a sponsor, program or project management office (PMO), or a portfolio governing body chairperson or authorized representative. The project initiator or sponsor should be at a level that is appropriate to procure funding and commit resources to the project. Therefore, a project sponsor is external to the project, is of high power and high interest, and has an upward direction of influence. Of the available choices, only Todd Young possesses the characteristics of a project sponsor.

Note, being external to the project does not necessarily mean being external to the organization. The terms 'internal' vs. 'external' are relative to something. The column "Internal / External to the Project" in the table specifies what is being referred to by 'internal' and 'external'. For example, the sponsor is external to the project in that they are not a member of the immediate project team but they are a stakeholder to the project, and internal to the organization.

One may argue that based on page 550 of the reference provided, a sponsor is a project-internal stakeholder. Unfortunately, the *PMBOK® Guide* does not do a great job clarifying that the examples in the "Internal stakeholders" and "External stakeholders" lists refer to stakeholders as they relate to the performing organization, not project. For example, sponsor, resource manager, PMO, team members, etc., could be either external or internal to the project, but they are definitely internal to the performing organization. However, customers, end users, suppliers, etc. are external to both project and performing organization. Therefore, we strongly believe that a sponsor is an individual who is external to the project, possesses high power and high interest, and has an upward direction of influence.

**Details for Each Option:****A** John Snow

*Incorrect. Projects are initiated by an entity external to the project such as a sponsor or project management office (PMO). John Snow is identified as internal to the project; therefore, he cannot be the project sponsor.*

**B** Todd Young

*Correct. The project sponsor is most likely to be external, high power and high interest, with an upward direction of influence. Projects are initiated by an entity or person external to the project like a sponsor or PMO. A sponsor, by definition, has high power over the project and is most likely to be of high interest. The role of the sponsor has an upward direction of influence. Of the available options, only Todd Young has all of the characteristics of a project sponsor.*

**C** Marie Smith

*Incorrect. Marie Smith is classified as low power on the project. The initiator of a project by definition is high power as they are the one that is authorizing the project and the expenditure of resources. Additionally, a project sponsor has an upward direction of influence rather than outward. Therefore, this answer choice can be eliminated.*

**D** Tonya Stewart

*Incorrect. Projects are initiated by an entity external to the project such as a sponsor or project management office (PMO). A project sponsor is, by definition, classified as high power. Additionally, a project sponsor has an upward direction of influence. Therefore, none of the characteristics of Tonya Stewart match that of a project sponsor.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 77, 513*

# PMP Exam Simulator



## PMP Exam 2

Question 93 of 200

Question ID: 612050

A vendor notifies you that they will be unable to fulfill the terms of the contract after their manufacturing plant was severely damaged by a tornado. After reviewing the contract, you inform the vendor that they will have to fulfill the agreement or face litigation.

What clause was most likely missing from the contract?

- A Force majeure clause
- B Escape clause
- C Arbitration clause
- D Gold clause

✘ Question answered incorrectly

### Hint:

This clause is also termed an 'act of God'.

**Correct Answer: A**

### Explanation:

Force majeure is a common clause in contracts, which essentially frees both parties from liability or obligation when an extraordinary event or circumstance beyond the control of the parties, such as a war, strike, riot, crime, or an event described by the legal term 'act of God' (e.g., flooding, earthquake, volcanic eruption) prevents one or both parties from fulfilling their obligations under the contract. While the topic of this question is not included in the *PMBOK® Guide*, the Project Management Professional (PMP)® Examination Content Outline, June 2015, covers knowledge and skills, such as contract management techniques, with which prospective PMP aspirants are expected to be familiar. The force majeure clause is one of these topics and may appear on the exam.

### Details for Each Option:

- A Force majeure clause

*Correct. 'Force majeure' is a common contractual clause that frees parties, bound by a contract, from liability or obligation when certain circumstances beyond their control arise making performance impossible. Examples of force majeure include war, riot, strikes and 'acts of God' such as flooding, tornado, hurricanes, etc.*

**B**    Escape clause

*Incorrect. An escape clause in a contract allows for an exit route from the contract without being liable for breach of contract. 'Subject to inspection' is an example of an escape clause in real estate purchase contracts. This clause allows the buyer to 'escape' from the contract with the seller (a vendor) if an inspection reveals any irregularities or defects. In this scenario, however, the tornado, or a force majeure, was the cause of the vendor to be unable to follow through on their contractual obligations. While an escape clause could also be used in this scenario, a force majeure clause more accurately addresses the situation described in the question and therefore, is a better answer choice. Whenever two answer choices seem to be correct, the option that most accurately addresses the question asked is typically the right answer.*

**C**    Arbitration clause

*Incorrect. An arbitration clause in a contract requires the parties to resolve their conflicts by arbitration making this answer incorrect.*

**D**    Gold clause

*Incorrect. A gold clause in a contract allows the seller to have the option to be paid in gold or gold equivalent which clearly is not what described in this scenario.*

**Reference:**

; see also

# PMP Exam Simulator



## PMP Exam 2

Question 94 of 200

Question ID: 612664

As a project is about to close, you arrange a meeting with one of the vendors who delivered low-quality parts. You express your dissatisfaction with the vendor's performance and try to find a solution to the issue. However, the meeting does not result in a positive outcome.

What is the best thing for you to do now?

- A Pay the vendor to avoid a conflict
- B Appoint a lawyer and go to court
- C Ignore the vendor until they agree to your demands
- D Seek alternative dispute resolution

✗ Question answered incorrectly

### Hint:

The project manager should try to resolve disputes instead of prolonging the problem.

**Correct Answer: D**

### Explanation:

The scenario mixes up two processes: the Close Project or Phase process and the Control Procurements process. As part of the Close Project or Phase process, you need to finalize all open claims, while an output from the Control Procurements process is closed procurements. However, procurements cannot be closed until all open claims are finalized which is an activity of the Close Project or Phase process. In this scenario, there is a dispute in the claim, and direct negotiations between your company and the vendor have been unsuccessful. Whenever a settlement cannot be achieved through negotiation, some form of alternative dispute resolution (ADR) including mediation or arbitration should be explored. Claims administration, such as ADR, can be used as a tool or technique during the Control Procurements process. Of the choices provided, seeking alternative dispute resolution is the best thing for you to do in this situation and is, therefore, the best answer to the question asked.

### Details for Each Option:

- A Pay the vendor to avoid a conflict

*Incorrect. Before the project can be closed, you need to ensure all vendors are paid. However, you only pay vendors if the work meets formal acceptance criteria. In this scenario, the final deliverable does not meet the acceptance criteria. Therefore, paying the vendor to avoid the conflict would not resolve the issue with the deliverable. Worse, it will show the vendor you have accepted their work, and the objectives of your project will not be achieved.*

**B** Appoint a lawyer and go to court

*Incorrect. Whenever a settlement can't be achieved through negotiation, some form of alternative dispute resolution (ADR) including mediation or arbitration should be explored. Appointing a lawyer and going to court would be your last resort.*

**C** Ignore the vendor until they agree to your demands

*Incorrect. As part of the Close Project or Phase process, you need to finalize all open claims. Ignoring the vendor may or may not result in the vendor agreeing to your demands. However, it is likely that ignoring the vendor will only prolong the problem. You should try to resolve the dispute proactively instead of waiting for the desired outcome that may never occur.*

**D** Seek alternative dispute resolution

*Correct. To close the project or phase properly, you need to finalize all open claims. In this scenario, there is a dispute in the claim, and negotiations have been unsuccessful. Whenever a settlement can't be achieved through negotiation, some form of alternative dispute resolution (ADR) including mediation or arbitration should be explored.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 123, 498*

# PMP Exam Simulator



## PMP Exam 2

Question 95 of 200

Question ID: 612393

A construction project experienced delays from lower than anticipated worker productivity, errors in construction, as well as worse than expected weather. Although these individual risks were previously identified, the combined effects of these realized risks were greater than the individual risk response plans were able to address, and a critical project deadline was missed.

What might have been done differently to plan better for the risks?

- A Conducted a sensitivity analysis
- B Performed a Monte Carlo simulation
- C Developed a prototype
- D Applied a decision tree analysis

⊗ Question answered incorrectly

### Hint:

Which tool or technique uses risks and other sources of uncertainty to determine possible schedule outcomes for the project by calculating multiple work package durations with different sets of activity assumptions, constraints, risks, issues, or scenarios using probability distributions and other representations of uncertainty?

**Correct Answer: B**

### Explanation:

The question describes several realized variability risks (such as lower than anticipated worker productivity, errors in construction, as well as worse than expected weather), the combination of which was not accounted for by the individual risk response plans. Variability risks can be addressed using Monte Carlo simulation. A Monte Carlo simulation is an analysis technique where a computer model is iterated many times with the input values chosen at random for each iteration driven by the input data, including probability distributions and probabilistic branches. Variability risks can be analyzed using the Monte Carlo simulation with the range of variation reflected in probability distributions, followed by actions to reduce the spread of possible outcomes. The analysis simulates the combined effects of individual project risks and other sources of uncertainty to evaluate their potential impact on achieving project objectives. Thus, performing a Monte Carlo simulation could have led to better risk planning and understanding the combined effects of the individual risks and is, therefore, of the choices provided, the best answer to the question asked.

**Details for Each Option:**

**A** Conducted a sensitivity analysis

*Incorrect. Sensitivity analysis helps to determine which individual project risks or other sources of uncertainty have the most potential impact on project outcomes. Sensitivity analysis does not analyze the combined effects of individual project risks to evaluate their potential impact on achieving project objectives.*

**B** Performed a Monte Carlo simulation

*Correct. Variability risks can be addressed using Monte Carlo analysis, with the range of variation reflected in probability distributions, followed by actions to reduce the spread of possible outcomes.*

**C** Developed a prototype

*Incorrect. Developing a prototype is a method of obtaining early feedback on requirements by providing a working model of the expected product before actually building it. A prototype might be beneficial in addressing ambiguity risks but not variability risks as described by the question.*

**D** Applied a decision tree analysis

*Incorrect. Decision tree analysis is a diagramming and calculation technique for evaluating the implications of a chain of multiple options in the presence of uncertainty. The decision tree is then evaluated by calculating the expected monetary value of each branch, allowing the optimal path to be selected. A decision tree analyzes expected monetary impacts rather than the combined effects of individual project risks on the schedule.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 398-399, 213, 443, 450*

# PMP Exam Simulator



## PMP Exam 2

Question 96 of 200

Question ID: 612064

A project is underway to construct a wind farm in an area with no communication infrastructure. The plan is to monitor progress and coordinate the scheduling of the project activities using project management software and provide daily status updates to the project sponsor at the home office. Two project teams will work and reside onsite in rotating seven-day tours.

Which of the following is the most likely challenge the teams will face while controlling the schedule?

- A Stability of requirements
- B Technology support
- C Human resource availability
- D Project importance

⊗ Question answered incorrectly

### Hint:

How will the project team update and submit project schedule updates without existing infrastructure?

**Correct Answer: B**

### Explanation:

Each project is unique. Therefore, the project manager may need to tailor the way Project Schedule Management processes are applied. Technology support is among the considerations for tailoring that should be kept in mind while planning the project under the circumstances described in the scenario. The question presents a situation where a project is being conducted in a desolate area without any existing infrastructure for technology support. This circumstance means that there are no cellular towers or Wi-Fi and no readily available means of communication. Concerning controlling the schedule, the project manager must consider how the project management software, including the project schedule, will be updated and submitted daily to the home office. The project manager may need to acquire the necessary equipment to use satellite technology and reconsider the content and frequency of the project status updates. Therefore, of the available choices, technology support is the best answer to the question asked.

### Details for Each Option:

- A Stability of requirements



*Incorrect. The stability of requirements is one of the tailoring considerations for scope management. The question describes a lack of infrastructure and not evolving project requirements.*

**B** Technology support

*Correct. With respect to controlling the schedule, the project manager must consider how the project management software including the project schedule will be updated and submitted daily in the absence of any pre-existing technology support.*

**C** Human resource availability

*Incorrect. Although resource availability is an important tailoring consideration for controlling the schedule, the question describes a scenario where the team has adequate coverage by using two teams who would be available on a rotation basis. The team has a bigger issue to handle.*

**D** Project importance

*Incorrect. Project importance can have a significant influence on risk management but is not very relevant to controlling the schedule. The question describes a situation where there is no existing infrastructure for the project manager and team to utilize. This situation is independent of project importance.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 178*

# PMP Exam Simulator

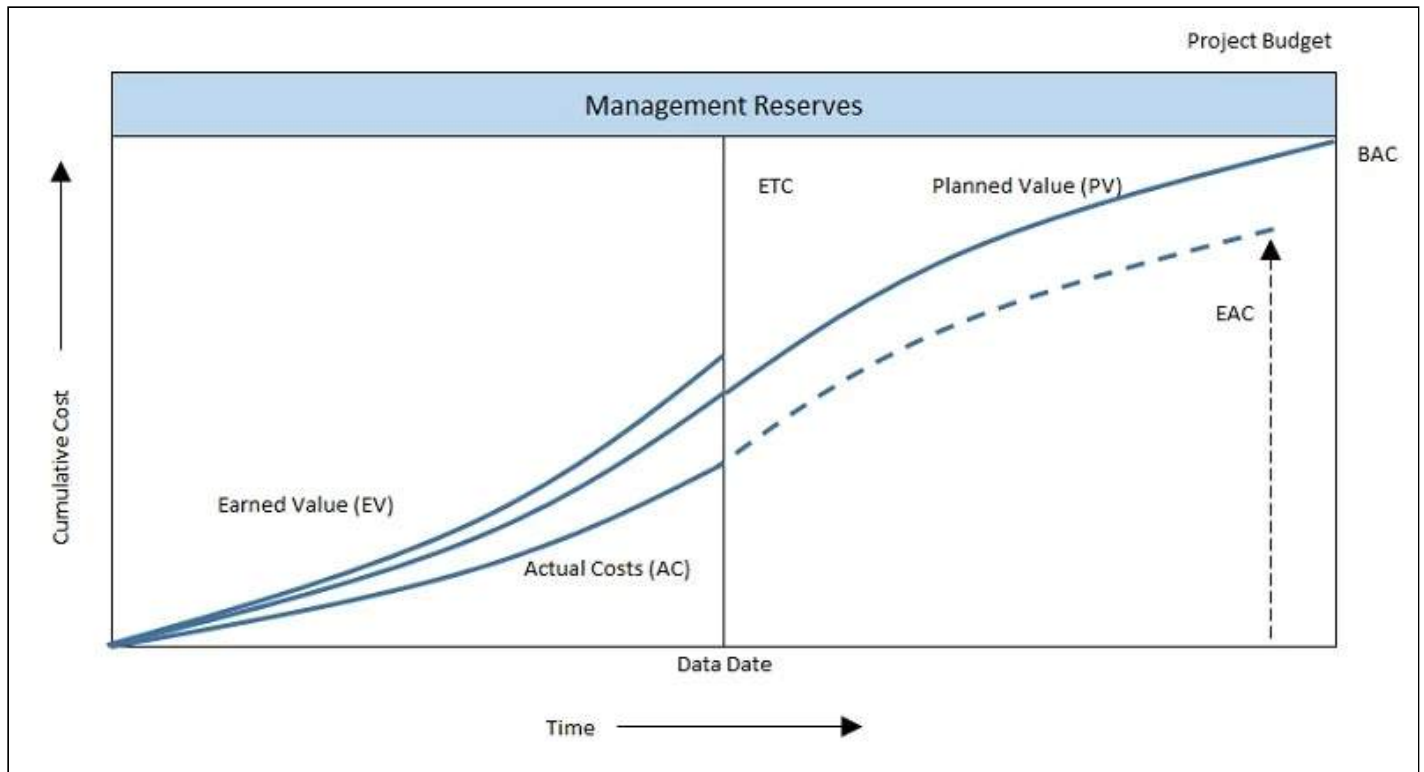


## PMP Exam 2

Question 97 of 200

Question ID: 625059

A project manager has developed the following earned value analysis chart for a software development project. Based on the current trend, what action should the project manager take immediately?



- A Submit a change request to increase funding for the project
- B Look for options to reduce costs and improve schedule performance to meet project objectives
- C No immediate action is required in this case
- D Crash the schedule to bring it back into alignment with project objectives

✗ Question answered incorrectly

### Hint:

The chart indicates that the earned value (EV) is currently exceeding the actual costs (AC) and planned value (PV).

**Correct Answer: C**

**Explanation:**

The earned value analysis chart indicates that the earned value (EV) is currently exceeding the actual costs (AC) and planned value (PV). Thus, the project is currently ahead of schedule and under budget. If the current trend is expected to continue, and there is no information presented to suggest that it will not, then the project should meet the project objectives without any corrective or preventive action. Therefore, no immediate action is necessary based on the information presented in this scenario.

It should be noted that any variance should be analyzed and understood. In this case, the project manager should gain an understanding of what caused the project cost and schedule plans to be so far off from actual performance. It is possible that the cost and schedule estimates were padded, which is against project management best practices. Regardless, analyzing and understanding the variances was not listed as an answer choice.

**Details for Each Option:**

- A** Submit a change request to increase funding for the project

*Incorrect. The chart indicates that the earned value (EV) is currently exceeding the actual costs (AC). Thus, the project is running under budget and is trending to complete under budget. Therefore, there is no reason to request additional funds for the project.*

- B** Look for options to reduce costs and improve schedule performance to meet project objectives

*Incorrect. Based on the chart, the earned value (EV) is exceeding the actual costs (AC) and the planned value (PV). Thus, the project is currently ahead of schedule and under budget. Although reducing costs and improving schedule performance is always a good thing, this action is not necessary to meet project objectives at this point.*

- C** No immediate action is required in this case

*Correct. It can be seen from the chart that the earned value (EV) is exceeding the actual costs (AC) and the planned value (PV). Thus, the project is currently ahead of schedule and under budget. Therefore, no immediate action is necessary.*

- D** Crash the schedule to bring it back into alignment with project objectives

*Incorrect. Crashing is a technique used to shorten the schedule duration for the least incremental cost by adding resources. The chart indicates that the earned value (EV) is exceeding the planned value (PV). Thus, the project is currently running ahead of schedule. Therefore, there is no reason to incur the added cost and increase project risks by crashing the schedule to improve schedule performance.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 261-264*

# PMP Exam Simulator



## PMP Exam 2

Question 98 of 200

Question ID: 612494

A project manager wants to take advantage of the corporate project management information system (PMIS) to ensure that stakeholders can easily retrieve the non-sensitive and non-confidential information. Following the communications management plan, the project manager needs to provide the stakeholders with the opportunity to form online communities.

What is the best course of action for the project manager to achieve this goal?

- A Reserve a meeting room where stakeholders can socialize
- B Invite stakeholders to attend daily standup meetings
- C Utilize audio and video conferencing, email, fax, and voicemail
- D Use social media communication management tools

⊗ Question answered incorrectly

### Hint:

How can websites and applications provide the opportunity to share information through virtual communities and networks?

**Correct Answer: D**

### Explanation:

The question implies that the project manager is carrying out the Manage Communications process. Project management information systems (PMIS) is one of the tools and techniques that may be used in the Manage Communications process. PMIS can ensure that stakeholders can easily retrieve the information they need in a timely way. Project information is managed and distributed using a variety of tools including electronic project management tools, electronic communications management, and social media management. Social media are websites and applications that provide the opportunity to share information through virtual communities and networks. Social media management is a PMIS tool which offers the opportunity to engage with stakeholders and form online communities. Therefore, of the choices given, using social media management is the best answer to the question asked.

### Details for Each Option:

- A Reserve a meeting room where stakeholders can socialize

*Incorrect. The question is asking about providing stakeholders with the opportunity to form online communities. A meeting room allows face-to-face interactions rather than communications within an online community.*

- B** Invite stakeholders to attend daily standup meetings

*Incorrect. Daily standup meetings are short time-boxed events where the project team members exchange information about their ongoing work, plans for the day, and any impediments to progress. The daily standup is not the appropriate venue for the stakeholders to form online communities.*

- C** Utilize audio and video conferencing, email, fax, and voicemail

*Incorrect. The items listed in this answer choice along with websites, web publishing, and web conferences represent electronic communications management tools. While some of these tools can be used by already established online communities, these tools alone would not allow the formation of new online communities as requested by the question.*

- D** Use social media communication management tools

*Correct. Social media are websites and applications that provide the opportunity to share information through virtual communities and networks. Social media management is a PMIS tool which offers the opportunity to engage with stakeholders and form online communities.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 385*

# PMP Exam Simulator



## PMP Exam 2

Question 99 of 200

Question ID: 613301

You have started gathering documents you need to implement a planned response to a realized risk. You need a document that will provide summary information on identified risks, as well as an assessment of the current project risk exposure.

What is the input document you need?

- A Lessons learned register
- B Project charter
- C Assumption log
- D Risk report

✗ Question answered incorrectly

### Hint:

This document includes a summary of all identified risks and a strategy for the agreed-upon risk responses.

**Correct Answer: D**

### Explanation:

Based on the information in this question, you are starting the Implement Risk Responses process and are gathering input documents. Those documents include the risk register, lessons learned register, organizational process assets, and risk reports. The risk report includes summary risk information including the current overall project risk exposure, a strategy for the agreed-upon risk responses, and descriptions of the major individual project risk and planned responses. The risk register which carries the more detailed information, such as individual agreed-upon risk responses and the owners for each response, is used in this process as well.

### Details for Each Option:

- A Lessons learned register  
*Incorrect. Though this register could be helpful as it may contain lessons learned from earlier implementations, it does not contain the specific summary or overall risk information described in the question.*
- B Project charter

*Incorrect. The project charter is a high-level document that formally authorizes the project and provides the project manager authority to use organizational resources. It does not contain information resulting from the planning process such identified risks.*

**C** Assumption log

*Incorrect. The assumption log is used throughout the project lifecycle to record assumptions and constraints; however, it does not contain the risk response strategy and other risk response information needed in this scenario.*

**D** Risk report

*Correct. The risk report is the document needed in this scenario. It includes summary information on identified risks, an assessment of the current overall project risk exposure, a description of the major individual risks and their planned responses as well as a strategy for implementing the agreed-upon risk response.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 450, 418*

# PMP Exam Simulator



## PMP Exam 2

Question 100 of 200

Question ID: 612768

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

What would be the result of the team's effort?

- A Team management plan
- B Team charter
- C Resource management plan
- D Resource requirements

✗ Question answered incorrectly

### Hint:

Which resource management process has the team charter as an output?

**Correct Answer: B**

### Explanation:

The question asks about a document that defines the team's values and guidelines. This document is the team charter. The team charter establishes clear expectations regarding acceptable behavior by project team members and is an output of the Plan Resource Management process. Did you notice that the team charter is developed during project planning, but the scenario describes the presence of a team, suggesting the Acquire Resources process, an executing process, has already occurred? This situation illustrates the iterative nature of project management. Ideally, you want the team to create the team charter or at least have the team's input during the charter development. However, it is not always possible. To overcome this, the iterative nature of the project management allows the Plan Resource Management process, or any other process for that matter, to be performed several times during the project life cycle. New documents may be developed, or existing documents may be updated as the project progresses and more information becomes available.

### Details for Each Option:

- A Team management plan

*Incorrect. The team management plan is a component of the resource management plan that describes when and how team members will be acquired and how long they will be needed. The team management plan does not have information on team values as presented by the scenario.*



**B** Team charter

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

**C** Resource management plan

*Incorrect. The resource management plan is a component of the project management plan that describes how project resources are acquired, allocated, monitored, and controlled. This plan does not provide guidance on the items discussed by the team members in the scenario.*

**D** Resource requirements

*Incorrect. Resource requirements is a project document that specifies the types and quantities of resources required for each activity in a work package. This document does not capture values that are important to the team's success such as sharing best practices, listening to each other with an open mind, and communicating respectfully during meetings.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 319-320*

# PMP Exam Simulator



## PMP Exam 2

Question 101 of 200

Question ID: 613774

One risk that had been identified and accounted for during the planning process of your construction project was delays caused by poor weather. However, the abysmal weather has exhausted the schedule reserves, and the project schedule is unattainable despite your best efforts. As a result, the project sponsor asks you to update the schedule baseline.

What should you do next?

- A** Update the schedule baseline as per the sponsor's request
- B** Submit a change request
- C** Crash the schedule
- D** Fast track the schedule

⊗ **Question answered incorrectly**

### Hint:

What action is required before the schedule baseline can be updated?

**Correct Answer: B**

### Explanation:

A change request is a formal proposal to modify a document, deliverable, or baseline. When issues are found while project work is being performed, change requests can be submitted, which may modify project policies or procedures, project or product scope, project cost or budget, project schedule, or quality of the project or product result. The question suggests that the project manager is performing the project management process of Monitor Risks. One output of this process can be the submission of change requests. A change request needs to be submitted (and approved) before the schedule baseline can be updated. Note, the schedule baseline should be updated after options, such as crashing, fast tracking, etc., were identified, impact on all project constraints was evaluated, and a decision regarding the most appropriate option has been made.

### Details for Each Option:

- A** Update the schedule baseline as per the sponsor's request  
*Incorrect. An update to the schedule baseline cannot be approved without first submitting a change request and assessing the impacts of the change on all project constraints.*

**B** Submit a change request

*Correct. A change request is a formal proposal to modify any document, deliverable, or baseline. A change request is required to update the schedule baseline, and submitting a change request is the next action that should be taken.*

**C** Crash the schedule

*Incorrect. Crashing is a technique used to shorten the schedule duration for the least incremental cost by adding resources. There is not enough information in the question to determine if crashing is possible or is the best approach to take in this situation, neither is it clear whether crashing is included in the risk response plan to mitigate the scheduling issue. The next thing for the project manager to do is to submit a change request, assess the impact of the change on all project constraints, identify options to resolve the issue, and only then update the schedule baseline.*

**D** Fast track the schedule

*Incorrect. Fast tracking is a schedule compression technique in which activities or phases normally done in sequence are performed in parallel for at least a portion of their duration. There is not enough information in the question to determine if fast tracking is possible or is the best approach to take in this situation, neither is it clear whether fast tracking is part of the risk response plan to mitigate the scheduling issue. The next thing for the project manager to do is to submit a change request, assess the impact of the change on all project constraints, identify options to resolve the issue, and only then update the schedule baseline.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 457*

# PMP Exam Simulator



## PMP Exam 2

Question 102 of 200

Question ID: 612424

Early in project planning, your team identified increases in the cost of raw materials as a project risk. Due to a recent natural disaster, raw material costs are expected to quadruple. You had originally set aside a contingency reserve to account for some cost variance. However, after analyzing current prices, you are uncertain if that contingency reserve will be sufficient.

What technique should you use to evaluate this uncertainty?

- A Plan risk management
- B Risk reassessment
- C Reserve analysis
- D Risk audit

⊗ Question answered incorrectly

### Hint:

Which technique involves comparing the amount of contingency reserves to the amount of risk remaining in order to determine if the remaining reserve is adequate?

**Correct Answer: C**

### Explanation:

Reserve analysis is a technique used in the Monitor Risks process. Reserve analysis involves comparing the amount of the contingency reserves remaining to the amount of risk remaining at any time in the project in order to determine if the remaining reserve is adequate. In this scenario, you are looking to reassess whether your contingency reserve is sufficient to cover a possible spike in the cost of raw materials, making reserve analysis the correct answer choice.

### Details for Each Option:

- A Plan risk management

*Incorrect. Plan Risk Management is a process for defining how to conduct risk management activities for a project. It is not a defined technique for monitoring risk or evaluating the adequacy of contingency reserves.*

- B Risk reassessment

*Incorrect. Risk reassessment is mainly focused on identifying any new risks that have come up, which is not what is required in this situation.*

**C** Reserve analysis

*Correct. Reserve analysis is a technique of the Monitor Risks process. Reserve analysis involves comparing the amount of the contingency reserves remaining to the amount of risk remaining at any time in the project in order to determine if the remaining reserve is adequate. In this scenario, you need to reassess whether your contingency reserve is sufficient should an uncertain risk event occur, making this the most appropriate answer choice.*

**D** Risk audit

*Incorrect. Risk audits are used to consider the effectiveness of the risk management process. Risk audits are typically done by an outside party, where auditors will look at how effective your overall processes for risk planning are.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 245, 456*

# PMP Exam Simulator



## PMP Exam 2

Question 103 of 200

Question ID: 610037

A project manager is executing the quality management plan of a project to manufacture a new reusable rocket to launch commercial satellites. Due to the extremely high cost of failure, the tolerances for the parts are held to a very exacting standard. The project manager has established a threshold of no more than 3.4 defects per million opportunities (DPMO).

What is the best approach to accomplish this goal?

- A Utilize the Three Sigma quality improvement technique
- B Use Six Sigma as a quality improvement methodology
- C Perform the Plan-do-check-act process
- D Design for X (DfX) is the most appropriate tool

✘ Question answered incorrectly

### Hint:

The correct answer represents a success rate of 99.9997%.

### Correct Answer: B

### Explanation:

Manage Quality is the process of translating the quality management plan into executable quality activities that incorporate the organization's quality policies into the project. The question states, "A project manager is executing the quality management plan of a project..." This implies that the Manage Quality process is underway. Six Sigma is a common quality improvement methodology that may be useful during the Manage Quality process. From the statistical point of view, the term Six Sigma is defined as having no more than 3.4 defects per million opportunities (DPMO) or a success rate of 99.9997%. Therefore, Six Sigma is the best answer to the question asked.

### Details for Each Option:

- A Utilize the Three Sigma quality improvement technique  
*Incorrect. Three Sigma has a defect rate of no more than 66,807 defects per million opportunities (DPMO). The question states that the target defect rate is no more than 3.4 DPMO, making this choice an incorrect answer.*
- B Use Six Sigma as a quality improvement methodology

*Correct. From the statistical point of view, the term Six Sigma is defined as having less than 3.4 defects per million opportunities (DPMO) or a success rate of 99.9997%. Therefore, of the choices provided, using Six Sigma as a quality improvement methodology is the best approach to accomplish the goal described in the scenario.*

**C** Perform the Plan-do-check-act process

*Incorrect. The plan–do–check–act (PDCA) cycle is a four-step quality improvement method which is repeated for continuous improvement. While the PDCA method can be used during the process described by the scenario, this method does not specify a threshold for the allowed number of defects and, therefore, cannot help the project manager in achieving the goal stated in the question.*

**D** Design for X (DfX) is the most appropriate tool

*Incorrect. Design for X (DfX) is a set of technical guidelines that may be applied during the design of a product for the optimization of a specific aspect of the design. DfX does not set a specific threshold for defects; therefore, this answer choice can be eliminated.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 296, see also*

# PMP Exam Simulator



## PMP Exam 2

Question 104 of 200

Question ID: 626038

During project execution, someone approaches the project manager and informs them that there is a significant risk to the project. While discussing the risk, the project manager realizes that the person is a project stakeholder that has been inadvertently missed during project initiation.

What should the project manager do first?

- A** Introduce the stakeholder to the project sponsor and the project team, and ask the team to mitigate the risk
- B** Add the risk to the risk register, evaluate the risk, and add the stakeholder to the stakeholder register
- C** Do nothing; stakeholders that are not in the stakeholder register do not have the right to raise risks on the project.
- D** Perform an additional iteration of the Identify Stakeholders process and update the stakeholder management plan

✗ Question answered incorrectly

### Hint:

Choose the answer that addresses the greatest priority/threat to the project.

**Correct Answer: B**

### Explanation:

This question crosses at least two project management knowledge areas: Project Risk Management and Project Stakeholder Management. The question also taps into the project manager's ability to assess the situation and make the best decision given the circumstances and the information available at that moment. A new stakeholder has been identified, and a new 'significant' risk has been brought to the attention of the project manager. What is the 'first' thing the project manager should do? Of the answer choices provided, adding the new risk to the risk register should be the 'first' thing the project manager does. Once the risk is recorded, the subsequent steps of risk analysis and risk response planning should take priority in order to determine the most appropriate actions to address this potential threat. After the threat to the project has been addressed the project manager can add the stakeholder to the stakeholder register and continue the steps of the Identify Stakeholder process such as stakeholder analysis.

### Details for Each Option:

- A** Introduce the stakeholder to the project sponsor and the project team, and ask the team to mitigate the risk



*Incorrect. While not required, introducing the new stakeholder to the project sponsor and the project team can be a good idea. However, this is not the first thing the project manager should do. Also, asking the team to mitigate the risk is a premature action. First, the impact of the risk on the project should be assessed, and only then can the decision be made about the proper response.*

- B** Add the risk to the risk register, evaluate the risk, and add the stakeholder to the stakeholder register

*Correct. The first thing the project manager should do in this situation is to add the risk to the risk register. The risk can then be evaluated, and a proper risk response developed. The stakeholder can subsequently be added to the stakeholder register but only after the potential threat is recorded and evaluated.*

- C** Do nothing; stakeholders that are not in the stakeholder register do not have the right to raise risks on the project.

*Incorrect. All risks reported to the project manager should be taken seriously and evaluated regardless of who is providing this input. Failure to do so could result in an issue that negatively impacts the project.*

- D** Perform an additional iteration of the Identify Stakeholders process and update the stakeholder management plan

*Incorrect. The Identify Stakeholder process should be done periodically throughout the project and is indeed among the first actions for the project manager to take when it was found that a stakeholder has been missed. Updating the stakeholder engagement plan will also be required to ensure the new stakeholder is properly engaged. However, with a new risk reported, adding it to the risk register and analyzing the risk are of greater priority.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 417, 514*

# PMP Exam Simulator



## PMP Exam 2

Question 105 of 200

Question ID: 612432

The first phase of a four-phase project has just been completed, and the project manager is ready to start the second phase. The project manager realizes that the second phase will involve additional stakeholders.

What should the project manager do next?

- A Issue the final status report that covers the phase, which has just been completed
- B Submit a change request to update the stakeholder engagement plan
- C Hold a bidder conference and select vendors that meet source selection criteria
- D Calculate the estimate to complete the work that remained on the project

✘ Question answered incorrectly

### Hint:

What should be done when new stakeholders join the project?

**Correct Answer: B**

### Explanation:

The stakeholder engagement plan is regularly updated to reflect changes within the stakeholder community. The start of a new project phase is a typical trigger to develop new plans or update existing ones. The scenario indicates that additional stakeholders will be part of the second phase of the project. Therefore, the stakeholder register and the engagement plan will have to be updated. A change request is needed to update any component of the project management plan, such as the stakeholder engagement plan. While there are many actions and steps involved when a new phase of a project begins, of the choices available, submitting a change request to update the stakeholder engagement plan is the only logical step to take in this situation and is, therefore, the best answer to the question asked.

### Details for Each Option:

- A Issue the final status report that covers the phase, which has just been completed  
*Incorrect. The final report is an output of the Close Project or Phase process. According to the scenario, the first phase has just been completed, implying all activities associated with this phase, such as issuing the final report for that phase, has been completed.*
- B Submit a change request to update the stakeholder engagement plan

*Correct. The question states that the project is about to enter the second of four phases, and new stakeholders will be part of this phase, suggesting the stakeholder engagement plan will have to be updated. Since the stakeholder engagement plan is a subsidiary of the project management plan, a change request is required for its update.*

- C** Hold a bidder conference and select vendors that meet source selection criteria

*Incorrect. There is not enough information in the question to determine if the project involves vendors. Even if it does, a new phase does not typically start with conducting bidder conferences and selecting vendors.*

- D** Calculate the estimate to complete the work that remained on the project

*Incorrect. The calculation of estimate to complete (ETC) is part of the trend analysis, which is typically done when the project work is underway, i.e., when the processes of the Monitoring and Controlling Process Group are carried out. According to the scenario, you are at the very beginning of the next project phase.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 518*

# PMP Exam Simulator



## PMP Exam 2

Question 106 of 200

Question ID: 612521

You meet with your team and key stakeholders to decide on what approach, waterfall or agile, should be used for your project. You explain to the meeting participants that continuous improvement is of utmost priority for the project. Someone asks you how waterfall methodologies compare with agile as it relates to continuous improvement.

How should you respond to this question?

- A** Waterfall takes a more proactive approach to continuous improvement, comparing to agile which is more reactive.
- B** Agile projects conduct retrospectives during project execution but not at the end of the project as in waterfall.
- C** Agile teams tend to be more focused on continuous improvement and will review performance more regularly.
- D** Continuous improvement is handled essentially the same in agile and waterfall project management frameworks.

✗ Question answered incorrectly

### Hint:

Agile projects conduct retrospectives to incorporate continuous improvement as a foundational element throughout the project.

**Correct Answer: C**

### Explanation:

There is a fundamental difference between how lessons learned are managed on projects that use a waterfall-based methodology compared to those projects that have chosen an agile approach. At a high level, agile teams tend to be a lot more focused on continuous improvement and will review performance more regularly. Agile projects conduct retrospectives at the end of each iteration (typically two weeks to one month), which provides a more structured and proactive approach to continuous improvement. A retrospective is an example of a meeting, tool or technique used during the Control Quality process to drive continuous improvement. Additionally, agile team retrospectives can focus on the team's working practices – how they work together, celebrating a job well done, bettering the relationships in the team, and often a more traditional approach focuses on the project tasks and deliverables and not how the team performed together.

**Details for Each Option:**

**A** Waterfall takes a more proactive approach to continuous improvement, comparing to agile which is more reactive.

*Incorrect. Waterfall project management approaches typically review project lessons learned towards the end of the project. Any lessons learned during project execution are captured on a reactive basis as they occur. The agile framework takes a more proactive approach by conducting retrospectives at the end of each iteration (typically two weeks to one month) and the end of the project.*

**B** Agile projects conduct retrospectives during project execution but not at the end of the project as in waterfall.

*Incorrect. Agile projects conduct both iteration and project retrospectives. Project retrospectives are conducted at the end of the project and review performance and lessons learned for the whole project. In projects managed using waterfall methodologies, retrospective (lessons learned) meetings are typically held only at the end of the project.*

**C** Agile teams tend to be more focused on continuous improvement and will review performance more regularly.

*Correct. Agile projects conduct retrospectives at the end of each iteration (typically two weeks or one month) and the end of the project. This methodology provides a more structured approach to continuous improvement where continuous improvement is an integral part of project execution.*

**D** Continuous improvement is handled essentially the same in agile and waterfall project management frameworks.

*Incorrect. Agile teams tend to be more focused on continuous improvement and will review performance more regularly. Agile team retrospectives focus on the team's working practices and processes, while a more traditional approach often focuses on the project tasks, deliverables, and individual team members and not on how the team performed together.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 305, 276; see also*

# PMP Exam Simulator



## PMP Exam 2

Question 107 of 200

Question ID: 612383

You gather your project team to examine and document the effectiveness of the implemented risk responses in dealing with the realized risks. As the discussion progresses, it becomes evident that several issues have arisen as the result of the risks that have occurred.

Which of the following best describes the activity in which you and your team are involved?

- A Risk review meeting
- B Perform Qualitative Risk Analysis
- C Identify Risks
- D Risk audit

✗ Question answered incorrectly

### Hint:

Focus on the issues that have arisen as the result of the realized risk, not the risk itself or new risks.

### Correct Answer: A

### Explanation:

The scenario describes a situation in which several project risks have been realized. As a result, other issues (not necessarily risks) may arise. These issues need to be recorded in the issue log to ensure they are investigated and resolved. These new issues are typically identified in risk review meetings in the aftermath of risk response implementation. Risk review meetings are among the tools and techniques that can be used during the Monitor Risks process which is the process that you are carrying out in the scenario described. Therefore, the risk review meeting best describes the activity in which you and your team are involved

### Details for Each Option:

- A Risk review meeting

*Correct. Risk reviews are scheduled regularly and should examine and document the effectiveness of risk responses in dealing with overall project risk and with identified project risks. Risk reviews may result in the identification of issues that have arisen as a result of risks that have occurred. These issues would be recorded in the issue log to ensure they are investigated and resolved, and potentially added to the risk register as part of the iterative Identify Risks process.*

**B** Perform Qualitative Risk Analysis

*Incorrect. The Perform Qualitative Risk Analysis process prioritizes individual project risks for further analysis by assessing their probability of occurrence and impact. You would conduct this process after additional risks have been identified. However, examining and documenting the effectiveness of the implemented risk responses in dealing with the realized risks is not part of this process.*

**C** Identify Risks

*Incorrect. Identify Risks is the process of identifying individual project risks as well as sources of overall project risk and documenting their characteristics. Although this choice may seem like a plausible option, the question is focused on issues, not risks.*

**D** Risk audit

*Incorrect. Risk audits are a type of audit that may be used to consider the effectiveness of the risk management process. A risk audit ensures that the processes of the Project Risk Management Knowledge Area are being conducted properly and is not concerned with the risks or issues themselves.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 457-458*

# PMP Exam Simulator



## PMP Exam 2

Question 108 of 200

Question ID: 610042

A project team has just finished development and is planning to have the customer and the sponsor inspect the system's user interface for acceptance.

Which project management process facilitates this activity?

- A Validate Scope
- B Control Scope
- C Manage Quality
- D Perform Quality Control

✗ Question answered incorrectly

### Hint:

The correct answer is part of the Monitoring and Controlling Process Group.

### Correct Answer: A

### Explanation:

Validate Scope is the process of formalizing acceptance of the completed project deliverables. Validating scope includes reviewing deliverables with the customer or sponsor to ensure that they are completed satisfactorily and obtaining formal acceptance of deliverables by the customer or sponsor.

### Details for Each Option:

- A Validate Scope

*Correct. The Validate Scope process includes reviewing deliverables with the customer or sponsor to ensure that they are completed satisfactorily and obtaining formal acceptance of deliverables by the customer or sponsor.*
- B Control Scope

*Incorrect. Control Scope is the process of monitoring the status of the project and product scope and managing changes to the scope baseline. Deliverables are not inspected for acceptance during the Control Scope process.*
- C Manage Quality



*Incorrect. Manage Quality is the process of translating the quality management plan into executable quality activities that incorporate the organization's quality policies into the project. Manage Quality is part of the Executing Process Group, and deliverable acceptance is part of the Monitoring and Controlling Process Group.*

**D** Perform Quality Control

*Incorrect. 'Perform Quality Control' is not a process specified in the PMBOK® Guide.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 163*

# PMP Exam Simulator



## PMP Exam 2

Question 109 of 200

Question ID: 612553

You are in the process of monitoring the overall progress of project work. Throughout your project, you have experienced recurring issues, and you want your current and future projects to run more smoothly.

Which of the following is least likely to proactively promote continuous improvement?

- A Holding lessons learned meetings at regular intervals
- B Conducting retrospectives throughout the project
- C Periodically updating the organizational knowledge base
- D Timely implementing planned responses for the realized risks

✘ Question answered incorrectly

### Hint:

The question is asking for the action that is 'least' likely to promote continuous improvement. Which response represents a reactive instead of a proactive activity?

**Correct Answer: D**

### Explanation:

The question is asking for the response that is 'least' likely to promote continuous improvement. All of the answer choices represent proactive measures that can be taken to promote continuous improvement except for timely implementing planned responses for the realized risks. Implementing risk responses would address the risks as they occur, but would not contribute to proactive continuous improvement, because by definition, responding to risks is a reactive measure.

### Details for Each Option:

- A Holding lessons learned meetings at regular intervals  
*Incorrect. A common problem that exists on projects is that lessons learned are only captured on a reactive basis. The documentation of knowledge gained becomes an afterthought as performing the actual work of producing the project's deliverables takes priority. Scheduling lessons learned meetings at regular intervals takes a more proactive approach which supports continuous improvement.*
- B Conducting retrospectives throughout the project

*Incorrect. Retrospectives are an integral part of the agile framework. A retrospective is a specialized meeting that is held by the project team at the end of the iteration, release, or project. The purpose of the meeting is to discuss what went well during the iteration, release, or project as well as what improvements can be made in the future. In this way, retrospectives drive continuous improvement.*

**C** Periodically updating the organizational knowledge base

*Incorrect. An organizational knowledge base should contain the lessons learned repository. The lessons learned repository is an organizational process asset which serves as an archive of historical information about lessons learned in projects which can be used to improve performance on future projects. Periodically updating the organizational knowledge base is vital to ensure that lessons learned are not lost at the end of a project, which promotes continuous improvement.*

**D** Timely implementing planned responses for the realized risks

*Correct. Timely implementing responses for the realized risks will help ensure the risks are addressed as planned. However, this activity would not prevent risks and issues from recurring on the current project or future projects.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 110, 113, 96, 449; see also*

# PMP Exam Simulator



## PMP Exam 2

Question 110 of 200

Question ID: 613376

As a project manager, you are in the process of prioritizing individual project risks. The project team has just completed a probability and impact matrix, and you have decided to consider other characteristics of risk when prioritizing individual project risks.

What should you do next?

- A Conduct a risk probability and impact assessment
- B Perform an assessment of other risk parameters
- C Complete a risk data quality assessment
- D Run a Monte Carlo simulation

⊗ Question answered incorrectly

### Hint:

How might other characteristics of risk beyond probability and impact be used when prioritizing individual project risks?

**Correct Answer: B**

### Explanation:

The question implies that the Perform Qualitative Risk Analysis process is underway. Data analysis techniques that may be used in this process include a risk data quality assessment, a risk probability and impact assessment, and an assessment of other risk parameters. With respect to other risk parameters, the project team may consider other characteristics of risk (in addition to probability and impact) when prioritizing individual project risks for further analysis and action. The incorrect answer choices do not specifically address characteristics of risk beyond probability and impact. Therefore, of the available options, performing an assessment of other risk parameters is the best response.

### Details for Each Option:

- A Conduct a risk probability and impact assessment  
*Incorrect. A risk probability assessment considers the likelihood that a specific risk will occur. A risk impact assessment considers the potential effect of risk on one or more project objectives. However, the question states that the project team has already completed a probability and impact matrix, making this choice an incorrect answer.*
- B Perform an assessment of other risk parameters

*Correct. A data analysis technique that may be used in the Perform Qualitative Risk Analysis process includes an assessment of other risk parameters. The project team may consider other characteristics of risk (in addition to probability and impact) when prioritizing individual project risks for further analysis and action.*

**C** Complete a risk data quality assessment

*Incorrect. Risk data quality assessment evaluates the degree to which the data about individual project risks is accurate and reliable as a basis for qualitative risk analysis. A risk data quality assessment does not provide insight into the characteristics of risk.*

**D** Run a Monte Carlo simulation

*Incorrect. A Monte Carlo simulation is an analysis technique where a computer model is iterated many times, with the input values chosen at random for each iteration driven by the input data, including probability distributions and probabilistic branches. A Monte Carlo simulation is typically used to address variability risks during the Perform Quantitative Risk Analysis process, whereas the question implies that the Perform Qualitative Risk Analysis process is currently underway.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 423-424*

# PMP Exam Simulator



## PMP Exam 2

Question 111 of 200

Question ID: 612263

During product testing, a project team has discovered that some components did not meet government regulations established for the industry. Following the approved change request to repair the defects, the components have been fixed, and the team is ready to test the product again.

What documents should the team refer to while re-testing the product?

- A Verified deliverables
- B Resource requirements
- C Approved change requests
- D Quality improvement methods

✘ Question answered incorrectly

### Hint:

The team needs to ensure that the deliverables are not only in conformance with past requirements but also with new ones that may have been created during project execution.

**Correct Answer: C**

### Explanation:

The question implies that the team is conducting the Control Quality process, which can be determined by the fact that the team is about to perform an additional round of testing. Testing, or product evaluations, is one of the tools and techniques that can be used during the Control Quality process. Approved change requests are inputs to this process. The approved change requests should be verified, confirmed for completeness, retested, and the corresponding deliverables certified as correct. Reviewing approved change requests may help the team to avoid potential quality issues, such as inconsistencies, incomplete steps or corrections.

### Details for Each Option:

- A Verified deliverables

*Incorrect. The question implies the team is performing the Control Quality process. Verified deliverables are outputs (not inputs) of the Control Quality process. Also, verified deliverables are not documents. For these reasons, this answer choice can be eliminated.*

**B** Resource requirements

*Incorrect. Resource requirements are project documents that identify the types and quantities of resources required for each activity in a work package. The question implies the team is performing the Control Quality process, which does not use resource requirements as input.*

**C** Approved change requests

*Correct. As an input to Control Quality, the process described by the scenario, the team should refer to the approved change requests, which authorized them to make adjustments to the deliverables.*

**D** Quality improvement methods

*Incorrect. The question implies the team is performing the Control Quality process. 'Quality improvement methods' is listed as a tool and technique used within the Manage Quality process, not the Control Quality process. Therefore, this answer choice can be eliminated.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 301, 296*

# PMP Exam Simulator



## PMP Exam 2

Question 112 of 200

Question ID: 612287

You have just finalized the project management plan. It must now be reviewed and approved by the relevant stakeholders.

What is the best way to present the project management plan to have it reviewed and approved?

- A** Send an email with an electronic copy of the project management plan to the relevant stakeholders
- B** Conduct a meeting with the relevant stakeholders
- C** Review the project management plan with the project team during the next team meeting
- D** The project manager approves the project management plan, so no further action is needed

✗ **Question answered incorrectly**

### Hint:

The answer can be found in the planning domain of the Project Management Professional (PMP)® Examination Content Outline.

**Correct Answer: B**

### Explanation:

The Project Management Professional (PMP)® Examination Content Outline contains a list of tasks for each domain, with which PMP aspirants are expected to be familiar. Task #11 of the planning domain states, "Present the project management plan to the relevant stakeholders according to applicable policies and procedures in order to obtain approval to proceed with project execution." Therefore, of the available options, conducting a meeting with the relevant stakeholders is the best way to present the project management plan and have it reviewed and approved.

### Details for Each Option:

- A** Send an email with an electronic copy of the project management plan to the relevant stakeholders  
*Incorrect. While for geographically distributed organizations, sending the project management plan via email could be a plausible and sometimes the only option, it is best if the project management plan is presented to the relevant stakeholders for review and approval at a meeting, even a conference audio or video call. Given the importance of the project management plan, a simple email is not the most effective form of communication as it does not provide the opportunity for real-time face-to-face interaction.*
- B** Conduct a meeting with the relevant stakeholders



*Correct. Task #11 of the planning domain of the Project Management Professional (PMP)® Examination Content Outline states, "Present the project management plan to the relevant stakeholders according to applicable policies and procedures in order to obtain approval to proceed with project execution." Therefore, of the available options, conducting a meeting with the relevant stakeholders is the best way to present the project management plan and have it reviewed and approved.*

- C** Review the project management plan with the project team during the next team meeting

*Incorrect. To be reviewed and approved by the relevant stakeholders as specified by the question, the project management plan should be presented to all relevant stakeholders and not just the project team.*

- D** The project manager approves the project management plan, so no further action is needed

*Incorrect. Depending on the organization's policies and procedures, the project management plan can be approved by the project manager herself. However, the question asks to select an answer choice that describes the 'best' way to present the project management plan and have it reviewed and approved. Of the choices provided, conducting a meeting with the relevant stakeholders is a better option.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 86; see also Project Management Professional (PMP)® Examination Content Outline, Project Management Institute Inc., June 2015, Domain 2, Task 11*

# PMP Exam Simulator



## PMP Exam 2

Question 113 of 200

Question ID: 612018

Your project has been plagued with numerous change requests.

What is the most likely reason?

- A Incomplete stakeholder register
- B Lack of a detailed procedure to close the project
- C Failure to implement risk responses
- D Change management plan did not authorize a change control board

✗ Question answered incorrectly

### Hint:

A project that is plagued with numerous change requests may not have identified all the stakeholders.

### Correct Answer: A

### Explanation:

Academic research and analyses of high-profile project disasters highlight the importance of a structured approach to the identification, prioritization, and engagement of all stakeholders. The ability of the project manager and team to correctly identify and engage all stakeholders in an appropriate way can mean the difference between project success and failure. The stakeholder register is a project document where information about identified stakeholders is recorded. This document includes the stakeholders' main requirements and expectations for the project. Failure to appropriately identify key stakeholders early enough in the project could result in an incomplete stakeholder register and a project with numerous change requests submitted by stakeholders as they are identified.

### Details for Each Option:

- A Incomplete stakeholder register

*Correct. The stakeholder register is the primary output of the Identify Stakeholders process. This document contains information about identified stakeholders such as the stakeholders' main requirements and expectations for the project. If key project stakeholders are not identified soon enough, or at all, their project requirements would not be included in the project scope leading to an increased number of change requests.*

- B Lack of a detailed procedure to close the project

*Incorrect. Lack of a procedure to close the project, as the name implies, would likely negatively affect the activities that are carried out during project closure. While changes can be requested at any time during the project, including its closure, most changes are requested before the project is closed. Therefore, it is highly unlikely that lack of a procedure (whether detailed or not) to close the project would have caused the project to be plagued with numerous change requests.*

**C** Failure to implement risk responses

*Incorrect. Risk responses are agreed-upon plans to minimize individual risks and to maximize opportunities as they occur. Implementation of risk responses may result in a change request to cost and schedule baselines or other components of the project management plan. If risk responses are 'not' being implemented, change requests, from risk responses, will not be occurring.*

**D** Change management plan did not authorize a change control board

*Incorrect. The change control board is a formally chartered group responsible for reviewing, evaluating, approving, delaying, or rejecting changes to the project. Formal integrated change control does not 'require' a change control board; only that documented change requests be approved, deferred, or rejected by a responsible individual. Therefore, the presence or lack of a change control board does not impact the number of change requests issued during a project.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 504*

# PMP Exam Simulator



## PMP Exam 2

Question 114 of 200

Question ID: 612373

For your latest project, you have finalized the project management plan, which has just been reviewed and approved by the project sponsor and other relevant stakeholders. Your next step is to conduct a kick-off meeting to announce the start of project execution. To ensure the best possible outcome for the kick-off meeting, you want to know if there is any relevant information that can be gleaned from past project kick-off meetings.

What is your best course of action?

- A Review the lessons learned register
- B Meet with participants of past kick-off meetings
- C Check the enterprise environmental factors for information from past projects
- D Research the organizational process assets

⊗ Question answered incorrectly

### Hint:

Where might you find lessons learned from past projects?

**Correct Answer: D**

### Explanation:

The question is asking where to find information on lessons learned from past project kick-off meetings. The lessons learned repository is an organizational process asset which serves as a store of historical information about lessons learned from previous projects. This information would have been collected at the end of the kick-off meeting or shortly afterward, making it the most accurate and relevant. Therefore, of the choices given, researching the organizational process assets is the best answer to the question asked.

### Details for Each Option:

- A Review the lessons learned register  
*Incorrect. The lessons learned register is a source for information on the current project. However, information on past projects is contained in the lessons learned repository rather than the lessons learned register.*
- B Meet with participants of past kick-off meetings

*Incorrect. While kick-off meeting participants from past projects may have some relevant information, first, it is unclear if they are still with the company and are available; second, if they are, meeting with all or even some of them may be unrealistic or not the best use of your time; and, third, memory fades quickly, so it is likely that they may not recall the precise details of the meetings they attended in the past. Checking the organizational process assets is a better answer choice because the lessons learned repository is more likely to have complete and accurate information collected from the relevant participants shortly after the kick-off meetings took place.*

**C** Check the enterprise environmental factors for information from past projects

*Incorrect. Information from past project kick-off meetings which at the time those projects took place was considered helpful for the future projects is likely to be documented in the lessons learned repository. The lessons learned repository is an organizational process asset and not an enterprise environmental factor.*

**D** Research the organizational process assets

*Correct. Information that was considered helpful when past projects were underway was likely to be recorded in the lessons learned register of those projects and later on transferred to the lessons learned repository which is an organizational process asset. Therefore, researching the organizational process assets to obtain any relevant information from the past kick-off meetings is your best course of action to ensure the best possible outcome for the kick-off meeting of your current project.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 84, 86*

# PMP Exam Simulator



## PMP Exam 2

Question 115 of 200

Question ID: 625205

You have recently completed a project to build a new airport for small personal aircraft. About a month later, you see a news report of protestors outside of the new airport. The news report indicates that local residents are very upset about the noise from aircraft taking off and landing. The residents are petitioning the local government to shut down the airport.

Which project management process was inadequate?

- A Identify Stakeholders
- B Stakeholder engagement plan
- C Stakeholder analysis
- D Communications management plan

⊗ Question answered incorrectly

### Hint:

Which of the answer choices is one of the project management processes specified in the PMBOK® Guide?

**Correct Answer: A**

### Explanation:

The key to answering this question correctly is provided in the last sentence of the question. Of the available choices, only Identify Stakeholders is a project management process specified in the *PMBOK® Guide*. Failing to identify the local residents as stakeholders would mean that they never had the opportunity to provide feedback that might have mitigated the noise issue. For example, perhaps the airport design could have been changed with a different runway orientation that would have minimized the noise issues for the residents.

### Details for Each Option:

- A Identify Stakeholders

*Correct. Identify Stakeholders is the process of identifying project stakeholders regularly and analyzing and documenting relevant information regarding their interests, involvement, interdependencies, influence, and potential impact on project success. The scenario implies the Identify Stakeholders process was inadequate.*

- B Stakeholder engagement plan

*Incorrect. The stakeholder engagement plan is not a project management process. It is an output of the Plan Stakeholder Engagement process.*

**C** Stakeholder analysis

*Incorrect. Stakeholder analysis is a technique used during the Identify Stakeholder process.*

**D** Communications management plan

*Incorrect. The communications management plan is not a project management process. It is an output of the Plan Communications Management process.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 507*

# PMP Exam Simulator



## PMP Exam 2

Question 116 of 200

Question ID: 612081

On a project you are managing, the development of the application for a client is complete. You need to transfer the final product to your client.

Which of the following would be the most appropriate technique to transfer ownership of the application to your client?

- A Brainstorming session
- B Meeting
- C Focus group
- D Interview

✗ Question answered incorrectly

### Hint:

Three incorrect answer choices are data-gathering techniques.

**Correct Answer: B**

### Explanation:

Three of the answer choices are data-gathering techniques, which can be eliminated because they would not be appropriate ways to 'give' or transfer ownership of deliverables. A meeting is the only technique listed that would allow for a 'give-and-take' understanding that you have relinquished ownership, and the client has accepted ownership of the final delivery of the product (the application). The *PMBOK® Guide* does not explicitly state that meetings are used to transfer the ownership of deliverables to clients. However, it does indicate that meetings can be used to confirm that the deliverables have been accepted, to validate that the exit criteria have been met, to formalize the completion of the contracts, etc. Additionally, since transferring the ownership of deliverables to clients is one of the goals of the Close Project or Phase process, and meetings are among the tools and techniques of that process, of the choices provided, meetings are the best answer to the question asked.

### Details for Each Option:

- A Brainstorming session

*Incorrect. Brainstorming is a data-gathering technique is used to identify a list of ideas in a short period of time. The brainstorming technique is a way to gather information and would not be the most appropriate technique to transfer ownership of deliverables to the client.*



**B** Meeting

*Correct. Meetings are used by the project manager to communicate in real time with stakeholders. Holding a meeting with the client ensures that all relevant information about the ownership 'handoff' is understood and that the transfer of the final product is apparent. Depending on the requirements of the project management plan, the transfer of ownership typically requires some formality, such as a sign-off document that records time, date and affirms acceptance of the final product (i.e., ownership), which can be accomplished during the meeting.*

**C** Focus group

*Incorrect. Focus groups are a data-gathering technique used to bring together stakeholders and subject matter experts to collect information pertinent to the project in a more conversational way than an interview. Focus groups, being a data-gathering technique, would not be the most appropriate way for the owner to accept ownership of the application.*

**D** Interview

*Incorrect. An interview is a data-gathering technique used to obtain information from stakeholders by talking directly to them. In this case, the transfer of ownership requires you giving up ownership and the client accepting ownership, which does not coincide with the premise of the interviewing technique.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 127*

# PMP Exam Simulator



## PMP Exam 2

Question 117 of 200

Question ID: 613772

Your project is behind schedule. To get the project back on track, you implemented the previously planned risk response of crashing the schedule. With the project back on schedule, you and your team perform a variance analysis to compare the planned risk response to the actual impact on the schedule and cost.

What have you and your team produced as the result of this analysis?

- A Work performance information
- B Risk register
- C Risk management plan
- D Risk abatement report

⊗ Question answered incorrectly

### Hint:

What output of the Monitor Risks process is created by the analysis of work performance data?

**Correct Answer: A**

### Explanation:

Based on the information provided in the question, the project team is carrying out the Monitor Risks process. One output of the Monitor Risks process is work performance information. Work performance information includes information on how project risk management is performing by comparing the individual risks that have occurred with the expectation of how they would occur. This information indicates the effectiveness of the response planning and response implementation process. The project team has created work performance information by applying variance analysis which is the review of the differences between the actual work performance data and the planned metrics.

### Details for Each Option:

- A Work performance information

*Correct. Work performance information includes information on how project risk management is performing by comparing the individual risks that have occurred with the expectation of how they would occur. This information indicates the effectiveness of the response planning and response implementation process.*

- B Risk register

*Incorrect. The risk register is a repository that contains details of identified project risks. Based on the scenario described, the project team is performing the Monitor Risks process. The risk register can be updated as the result of carrying out the Monitor Risks process. However, initially, the risk register is created as the result of the Identify Risks process rather than the Monitor Risks process.*

**C** Risk management plan

*Incorrect. The risk management plan is a component of the project management plan that describes how risk management activities will be structured and performed. Based on the scenario described, the project team is conducting the project management process of Monitor Risks. The risk management plan is an output of the Plan Risk Management Process rather than the Monitor Risks process.*

**D** Risk abatement report

*Incorrect. 'Risk abatement report' is a fake term made up for this question.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 457, 26, 111*

# PMP Exam Simulator



## PMP Exam 2

Question 118 of 200

Question ID: 613253

As part of project closure, the project manager archives all of the project documents and materials in accordance with the company's policies and procedures.

Which of the following is the least likely reason for this activity?

- A To comply with statutory requirements
- B For potential use in future projects
- C To improve the performance of the current project
- D To be available for any future audits

✘ Question answered incorrectly

### Hint:

Reviewing the tasks of the closing domain in The Project Management Professional (PMP)® Examination Content Outline may help you in selecting the correct answer.

**Correct Answer: C**

### Explanation:

The Project Management Professional (PMP)® Examination Content Outline contains a list of tasks for each domain, with which PMP aspirants are expected to be familiar. Task #6 from the closing domain states, "Archive project documents and materials using generally accepted practices in order to comply with statutory requirements and for potential use in future projects and audits." Note, the question is asking for the 'least' likely reason for archiving the documents during project closure. The incorrect answer choices all represent valid reasons for archiving the project documents and materials as stated in The Project Management Professional (PMP)® Examination Content Outline. Any knowledge gained during the project should be archived in the lessons learned repository to improve the performance of 'future' projects. With the project at an end, any knowledge gained is not likely to improve the performance of the 'current' project. Therefore, of the available choices, improving the performance of the current project is the 'least' likely reason and, hence, the best answer.

### Details for Each Option:

- A To comply with statutory requirements

*Incorrect. Task #6 of the closing domain from The Project Management Professional (PMP)® Examination Content Outline includes compliance with statutory requirements as one of the reasons for archiving project documents and materials.*

- B** For potential use in future projects

*Incorrect. Task #6 of the closing domain from The Project Management Professional (PMP)® Examination Content Outline lists potential use in future projects as one of the reasons for archiving project documents and materials.*

- C** To improve the performance of the current project

*Correct. Any knowledge gained during the project should be archived in the lessons learned repository to improve the performance of 'future' projects. With the project at an end, any knowledge gained is not likely to improve the performance of the 'current' project.*

- D** To be available for any future audits

*Incorrect. Task #6 of the closing domain from The Project Management Professional (PMP)® Examination Content Outline lists potential use in audits as a justification for archiving project documents and materials.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 127-128; see also Project Management Professional (PMP)® Examination Content Outline, Project Management Institute Inc., June 2015, Domain V, Task 6*

# PMP Exam Simulator



## PMP Exam 2

Question 119 of 200

Question ID: 612525

A project manager hired contractors for a project. Currently, the change control board (CCB) is reviewing a change request to update the communications management plan to include the contractors in all project meetings, events, and celebrations. There is a concern that treating the contractors similar to employees might create a liability to provide employee benefits to contractors.

What is the best course of action in this situation?

- A Ask the legal department to provide their insight
- B Deny the request to avoid any liability
- C Approve the request but tell the contractors that participation is voluntary
- D Escalate to the project sponsor

⊗ Question answered incorrectly

### Hint:

Who would be qualified to provide expert judgment in this scenario?

**Correct Answer: A**

### Explanation:

It cannot be determined from the question if the proposed changes will create a liability for the performing organization to provide employee benefits to the contractors. Expert judgment should be sought to address changes which may have legal implications for procurement. Asking the legal department to provide their insight is an example of expert judgment. Therefore, of the available options, the best course of action is to ask the legal department to provide their insight before approving the request.

### Details for Each Option:

- A Ask the legal department to provide their insight

*Correct. Asking the legal department to provide their insight is an example of expert judgment. Expert judgment should be sought for legal and procurement concerns.*

- B Deny the request to avoid any liability

*Incorrect. It is not known from the question if approving the change request would create potential legal liability. Therefore, denying the request without fully understanding the legal implications is an overreaction.*

**C** Approve the request but tell the contractors that participation is voluntary

*Incorrect. Advising the contractors that their participation is voluntary may or may not eliminate any potential legal liability. It is better to seek qualified legal guidance to determine the best course of action in this scenario.*

**D** Escalate to the project sponsor

*Incorrect. There is no indication from the question that the project sponsor has specialized knowledge or training in legal matters. It is better to consult an expert in employment law rather than escalating to the project sponsor.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 118*

# PMP Exam Simulator



## PMP Exam 2

Question 120 of 200

Question ID: 612107

A system delivered by a vendor on your project does not perform as specified. Your boss has instructed the procurement department to withhold the payment. The vendor has filed a claim for non-payment.

What should you do first?

- A Attempt to negotiate a resolution with the vendor
- B Do nothing as the system is not fit for use
- C Resort to alternative dispute resolution (ADR)
- D Contact the legal department to file suit for damages

✘ Question answered incorrectly

### Hint:

What is the best way to resolve a dispute?

**Correct Answer: A**

### Explanation:

The contract will outline the rights of both parties in the event of a dispute, and those provisions bind each side in the agreement. However, the terms of the contract are not known from the description provided by the question. Regardless of the specific contract terms, it is always best to attempt to negotiate a settlement first. If the direct negotiation fails, alternative dispute resolution (ADR) would be the next step. Only if the ADR is not successful, litigation in courts may be necessary as a last resort. Therefore, under the circumstances described in the question, the project manager should try to negotiate a resolution with the vendor first.

### Details for Each Option:

- A Attempt to negotiate a resolution with the vendor

*Correct. Settlement of all claims and disputes through negotiation is the preferred method.*

- B Do nothing as the system is not fit for use

*Incorrect. The dispute will not be resolved through inaction. Ignoring the claim will likely result in legal action by the vendor and make any resolution costlier for both parties.*



**C** Resort to alternative dispute resolution (ADR)

*Incorrect. Direct negotiation between the parties is always the first and the best course of action when claims arise. If the direct negotiation fails, alternative dispute resolution (ADR) would be the next step. The scenario does not suggest that the parties attempted to negotiate. Therefore, applying the ADR is not the first step to be taken at this point.*

**D** Contact the legal department to file suit for damages

*Incorrect. Legal action is premature based on the scenario described by the question. The dispute may or may not end up in legal action, but it is best to attempt to settle a dispute before taking legal action, as legal action will likely be costly and time-consuming.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 498*

# PMP Exam Simulator



## PMP Exam 2

Question 121 of 200

Question ID: 612244

While creating the project charter, you review the business case and learn that, unlike previous projects, this project will source non-sustainable wood for the product, which substantially reduces project cost. Your company has had some financial difficulties lately, but you know it has high environmental standards and always marketed and prided itself on producing goods that are 'green'.

What is your best course of action?

- A Update the business case to specify sustainable wood to be used in the project
- B Continue to create the project charter according to the business case
- C Hold on the development of the project charter and ask the sponsor for advice
- D Specify in the project charter the use of a sustainable wood source

⊗ Question answered incorrectly

### Hint:

Ensure your project aligns with company standards.

**Correct Answer: C**

### Explanation:

One of the project manager's responsibilities is providing recommendations and oversight to keep the project business case, project management plan, project charter, and project benefits management plan success measures in alignment with one another and with the goals and objectives of the organization. In this scenario, the company image for producing 'green' goods would be compromised if the non-sustainable wood was used in the product. Therefore, in order to uphold the company image, it is your job as a project manager to understand why the non-sustainable wood was prescribed for use in the business case. In the vast majority of our questions, consulting with the project sponsor is typically an incorrect answer. But not in this case. By contacting the sponsor and explaining your discovery to her, you can hopefully rectify the situation, making this the best answer to the question asked.

### Details for Each Option:

- A Update the business case to specify sustainable wood to be used in the project  
*Incorrect. The project manager does not have the authority to update the business case at will. The project sponsor is generally accountable for the development and maintenance of the project business case.*

- B** Continue to create the project charter according to the business case  
*Incorrect. It is not ethical to deliberately ignore a problem that conflicts with company standards when you know it can be addressed. Ignoring the problem and proceeding blindly with the business case when you know something is not right, especially when there is another more "flexible" option of consulting with the project sponsor would be a better solution. What if there is simply a mistake in the business case?*
- C** Hold on the development of the project charter and ask the sponsor for advice  
*Correct. Using non-sustainable wood in the product appears to be against the company's standards, and it is your job as a project manager to ensure the project aligns with the organization's goals and objectives. By contacting the sponsor, you can begin the process of understanding and possibly resolving the situation, making this course of action the best answer to the question asked.*
- D** Specify in the project charter the use of a sustainable wood source  
*Incorrect. By specifying the wood source without consulting with the project sponsor, you are not confronting the issue with the aim of understanding the situation. Perhaps there is a way of using non-sustainable wood and at the same time meeting company standards. Regardless, just specifying the wood source is not the best action to take in this situation.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 29*

# PMP Exam Simulator



## PMP Exam 2

Question 122 of 200

Question ID: 612280

A project manager has just completed the development of the project management plan and wants to determine who is responsible for approving it.

What is the best course of action for the project manager?

- A Check the organizational process assets
- B Research the relevant enterprise environmental factors
- C Ask the project sponsor what to do
- D The project management plan does not require a formal approval

✘ Question answered incorrectly

### Hint:

The answer can be found in the planning domain of the Project Management Professional (PMP)® Examination Content Outline.

### Correct Answer: A

### Explanation:

The Project Management Professional (PMP)® Examination Content Outline contains a list of tasks for each domain, with which PMP aspirants are expected to be familiar. Task #11 of the planning domain states, "Present the project management plan to the relevant stakeholders according to applicable policies and procedures in order to obtain approval to proceed with project execution." Typically, policies and procedures can be found in the organizational process assets. Therefore, among the choices given, checking the organizational process assets for policies and procedures would be the best course of action for the project manager to take to determine who is responsible for approving the project management plan.

### Details for Each Option:

- A Check the organizational process assets

*Correct. Task #11 of the planning domain of the Project Management Professional (PMP)® Examination Content Outline states, "Present the project management plan to the relevant stakeholders according to applicable policies and procedures in order to obtain approval to proceed with project execution." Therefore, the project manager should check the organizational process assets for policies and procedures that provide relevant guidance.*

**B** Research the relevant enterprise environmental factors

*Incorrect. Policies and procedures that provide guidance on who is responsible for approving the project management plan are part of the organizational process assets and not the enterprise environmental factors. Therefore, this answer choice can be eliminated.*

**C** Ask the project sponsor what to do

*Incorrect. The project sponsor may or may not possess the knowledge about who is responsible for approving the project management plan. Such information can typically be found in organizational policies, processes, and procedures. Therefore, going with this question to the project sponsor is neither the first nor the best course of action for the project manager to take, making this choice an incorrect answer.*

**D** The project management plan does not require a formal approval

*Incorrect. The project management plan must be approved in order for the project to proceed with project execution. Typically, the project management plan is presented to and approved by the relevant project stakeholders according to the applicable policies and procedures.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 84; see also Project Management Professional (PMP)® Examination Content Outline, Project Management Institute Inc., June 2015, Domain 2, Task 11*

# PMP Exam Simulator



## PMP Exam 2

Question 123 of 200

Question ID: 612115

You are leading a project to develop a video game based on an upcoming movie. The sales director asks you if the demo version of the game will be ready by the date of the movie premiere screening. You know the movie premiere was scheduled a few months before the release of the full version of the game, but you don't remember the exact date.

What is your best course of action to find this information?

- A Ask the project sponsor for the information
- B Review the project work breakdown structure (WBS)
- C Consult the resource requirements document
- D Check the milestone list for the release date of the movie

✗ Question answered incorrectly

### Hint:

What is the best source to find important dates associated with the project?

**Correct Answer: D**

### Explanation:

The milestone list shows the scheduled dates for specific milestones related to the project. Since the game described by the question is tied to the movie, it is reasonable to assume that key dates like the screening of the movie premiere as well as the release of the demo and full versions of the game will be captured in the milestone list. You should check the milestone list as it is the best place to find important dates associated with the project.

### Details for Each Option:

- A Ask the project sponsor for the information  
*Incorrect. The project sponsor may or may not know key project dates. Regardless, as the project manager, you should use the resources that are readily available to you rather than escalating the issue when it isn't necessary.*
- B Review the project work breakdown structure (WBS)  
*Incorrect. The WBS is a hierarchical decomposition of the total scope of work to be carried out by the project team to accomplish the project objectives and create the required deliverables. The WBS does not have dates associated with the deliverables. It is the WBS dictionary that may have this information.*

**C** Consult the resource requirements document

*Incorrect. Resource requirements is a project document that specifies the types and quantities of resources required for each activity in a work package. This document does not contain schedule information.*

**D** Check the milestone list for the release date of the movie

*Correct. The milestone list shows the scheduled dates for specific milestones associated with the project.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 186*

# PMP Exam Simulator



## PMP Exam 2

Question 124 of 200

Question ID: 612317

Your project is the opening of a new retail store location. The night before the grand opening, you learn that a severe storm has caused significant damage to the building, which threatens to delay the grand opening. The storm was identified as a risk earlier in the project and captured, along with the response plan and the risk owner, in the risk register.

What should you do immediately?

- A Cancel the grand opening
- B Contact the risk owner
- C Study the risk management plan
- D Call the project sponsor

⊗ Question answered incorrectly

### Hint:

Who will execute the response plan for this realized risk?

**Correct Answer: B**

### Explanation:

The risk register records the agreed-upon risk responses for each individual risk and the nominated risk owner. In this scenario, a risk that was identified earlier in the project has been realized, and you, as the project manager, have already reviewed the risk register to learn the risk response as well as the risk owner. The risk owner is the individual that executes the risk response plan. As the project manager, you should first contact the risk owner to discuss the issue and ensure that the appropriate action is taken in implementing the risk response. Therefore, of the available choices, contacting the risk owner is what you should do immediately, in this scenario.

### Details for Each Option:

- A Cancel the grand opening

*Incorrect. According to the scenario, the storm was identified as a risk and the risk response has been planned. There is not enough information in the question to determine if canceling the grand opening was the planned risk response. Therefore, without checking the risk register, canceling the grand opening at will would not be the best course of action in this situation.*



**B** Contact the risk owner

*Correct. The risk owner executes the risk response plan. As the project manager, you should first contact the risk owner to discuss the issue and ensure that the appropriate action is taken in implementing the risk response.*

**C** Study the risk management plan

*Incorrect. The risk management plan is the component of the project management plan that describes how risk management activities will be structured and performed. The risk management plan does not provide information on risk responses for individual realized risks. Therefore, the risk management plan is not very helpful in this situation. Studying the risk management plan is not what you should do first.*

**D** Call the project sponsor

*Incorrect. The project sponsor will likely need to be notified of this situation. However, the project sponsor is not likely to be a risk owner, and the risk owner is the party that will execute the risk response plan outlined in the risk register. Since the project sponsor is not the party that needs to take immediate action in this scenario, as the project manager, you should contact the risk owner first to get the risk response plan initiated before contacting the project sponsor.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 450; see also*

# PMP Exam Simulator



## PMP Exam 2

Question 125 of 200

Question ID: 612182

A project to construct a new cruise ship is in the execution stage when a small crack is discovered in the mount of the engine. The decision is made to apply stop-drilling and then weld the crack. After the welding is complete, the part is inspected, painted, and returned to service.

Which of the following best describes the action taken in this scenario?

- A A defect repair was performed.
- B A preventive action has been undertaken.
- C A corrective action has been taken.
- D A proactive measure has been completed.

✘ Question answered incorrectly

### Hint:

The correct answer can be described as an intentional activity that modifies a nonconforming product or product component.

**Correct Answer: A**

### Explanation:

A defect repair is an intentional activity that modifies a nonconforming product or product component. The crack discovered in the component is an example of a defect, which was repaired by stop-drilling and welding the crack. The incorrect answer choices represent actions that are taken to prevent similar issues from occurring in the future, which was not the case in this scenario. Therefore, of the available choices, a defect repair is the best answer to the question asked.

Note, stop-drilling is a technique to prevent cracks from further penetration. This knowledge, however, is not required to answer the question correctly.

### Details for Each Option:

- A A defect repair was performed.

*Correct. Defect repair is an intentional activity that modifies a nonconforming product or product component. The crack discovered in the component is an example of a defect, which was repaired by stop-drilling and welding the crack.*

**B** A preventive action has been undertaken.

*Incorrect. Preventive action is an intentional activity that ensures the future performance of the project work is aligned with the project management plan. Preventive action is a proactive means to prevent a problem from occurring. However, in this scenario, a defect was discovered, and the repair was completed as a reactive measure.*

**C** A corrective action has been taken.

*Incorrect. Corrective action is an intentional activity that realigns the performance of the project work with the project management plan. In this scenario, the issue was addressed by repairing the component, and no further action was taken to prevent a similar issue from occurring in the future.*

**D** A proactive measure has been completed.

*Incorrect. In the scenario, a defect was discovered in a component, which was subsequently repaired. Since steps were taken to address the problem 'after' it was discovered, this is a reactive and not proactive measure.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 96*

# PMP Exam Simulator



## PMP Exam 2

Question 126 of 200

Question ID: 612015

A project sponsor is working with the team during project initiation. After several meetings to review high-level product requirements, the sponsor decides they need to begin looking for risks from a holistic standpoint. The company has developed many projects of similar size and scope before in the past.

Where best can the team find information about the company's past project risks?

- A In previous DfX risk logs
- B In previous risk breakdown structures
- C In previous cause-and-effect diagrams
- D In previous organizational risk thresholds

✘ Question answered incorrectly

### Hint:

This is used to help categorize risks at a high level and requires thinking in tiers.

### Correct Answer: B

### Explanation:

The question describes a situation in which the project sponsor is concerned about possible risks that could affect the project. To best address this concern, the project sponsor and team should check any available organizational process assets, e.g., past risk management plans and the risk breakdown structures (RBS) contained within them. By using an RBS from a past project of similar size and scope, the team will be able to better categorize and classify risks they perceive to be applicable to the current project.

### Details for Each Option:

- A In previous DfX risk logs  
*Incorrect. 'DfX risk logs' is a made up term. It is a combination of 'Design for X' (DfX) and 'risk logs'. The DfX is a set of technical guidelines that may be applied during the design of a product to optimize a specific aspect of that design. 'Risk log' is the alternative name for 'risk register', the repository document into which the outputs of risk management processes are recorded. If this answer choice had been written without 'DfX', it could have been a plausible option. Prospective PMP aspirants should remember that the answer choices presented on the PMP exam may not always be the actual terms used in the PMBOK® Guide or any other reputable reference source.*

**B** In previous risk breakdown structures

*Correct. A risk breakdown structure is a hierarchical representation of potential sources of risk. This answer choice is best because it most accurately answers the question of what document contains information on past company risks. By displaying risks in a hierarchical fashion, past risk breakdown structures may give the project team and their sponsor a starting point from which to identify risks that are common to not only this project, but the many other projects that were 'of similar size and scope' mentioned in the question. A better answer would have been previous risk management plans, which include risk breakdown structures. However, that answer choice is not listed.*

**C** In previous cause-and-effect diagrams

*Incorrect. Cause-and-effect diagrams are also known as fishbone charts, why-why diagrams, or Ishikawa diagrams. This type of diagram breaks down the causes of a discovered problem into discrete branches, helping to identify the main or root cause of the problem. Although cause-and-effect diagrams could help the team to identify a particular source of past issues, they do not display a holistic or expansive range of categories from which project risks may arise.*

**D** In previous organizational risk thresholds

*Incorrect. A risk threshold is the level of risk exposure above which risks are addressed and below which risks may be accepted. While this would be beneficial for the team to consider during the Plan Risk Management process so as to define acceptable levels of risk for the project, risk thresholds themselves would not document specific categories of risk or provide a holistic range of sources from which individual project risks may arise.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 405*

# PMP Exam Simulator



## PMP Exam 2

Question 127 of 200

Question ID: 612772

A project manager is uncertain what resources are needed to complete the project. To help with the planning process, the project manager breaks down the resources using a data representation tool that displays the physical and human resources related by category and resource type.

Which answer choice best describes the tool that the project manager is using?

- A Work breakdown structure (WBS)
- B Physical breakdown structure (PBS)
- C Organizational breakdown structure (OBS)
- D Resource breakdown structure (RBS)

✘ Question answered incorrectly

### Hint:

The scenario describes a hierarchical representation of team and physical resources related by category and resource type that is used in the Plan Resource Management process.

**Correct Answer: D**

### Explanation:

Based on the scenario described, you are performing the Plan Resource Management process. Data representation is a technique used in that process. A resource breakdown structure (RBS) is an example of the data representation technique. The RBS is a hierarchical list of team and physical resources. Each descending level represents increasing detail of the team or physical resource to allow the work to be planned according to the WBS. As described in the scenario, the RBS categorizes the resources according to category and resource type. Of the choices provided, the Resource breakdown structure (RBS) is the best answer to the question asked.

### Details for Each Option:

- A Work breakdown structure (WBS)

*Incorrect. The WBS is a hierarchical decomposition of the total scope of work into work packages that will be carried out by the project team. The WBS represents only the work packages that are required for the project and does not provide a categorization of resources.*

**B** Physical breakdown structure (PBS)

*Incorrect. 'Physical breakdown structure' is a made-up term for this question.*

**C** Organizational breakdown structure (OBS)

*Incorrect. The OBS is a hierarchical representation of the project organization, which illustrates the relationship between project activities and the organizational units that will perform those activities. The OBS does not display any information about physical resource categories or types; therefore, the OBS is an incorrect answer.*

**D** Resource breakdown structure (RBS)

*Correct. The resource breakdown structure is a hierarchical list of team and physical resources related by category and type that is used for planning, managing, and controlling project work. The resource breakdown structure is the data representation tool described in the scenario making it the correct answer.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 316*

# PMP Exam Simulator



## PMP Exam 2

Question 128 of 200

Question ID: 626011

Midway into the project execution, one of the project team members approaches the project manager with concerns that the quality of the project deliverables is low.

How should this concern be verified?

- A Issue a risk report
- B Decompose the project deliverables
- C Conduct a walkthrough
- D Submit a change request

✘ Question answered incorrectly

### Hint:

Sometimes the action required is called an inspection or a review.

**Correct Answer: C**

### Explanation:

Inspection (sometimes called a walkthrough) is among the tools and techniques that can be used on projects to measure and examine the work deliverables to determine whether they conform to documented standards. Inspection can be used while carrying out the Validate Scope process or the Control Quality process. In the scenario described, the team member expressed their concern regarding the quality of the deliverables. Therefore, to verify the concern, it is appropriate to conduct a walkthrough as part of the Control Quality process.

### Details for Each Option:

- A Issue a risk report  
*Incorrect. The question is asking for how the quality of the project deliverables can be verified, so an appropriate choice would be a tool or technique in the Control Quality process. A risk report is not a tool or technique used to Control Quality. It contains information on sources of overall project risk and is developed as part of project risk management.*
- B Decompose the project deliverables



*Incorrect. Decomposition is a technique used for dividing and subdividing the project scope and project deliverables into smaller, more manageable parts. It is used for the Create WBS and the Define Activities processes, whereas the scenario is seeking a way to Control Quality.*

**C** Conduct a walkthrough

*Correct. A walkthrough is the examination of a project deliverable to determine if it conforms to documented standards.*

**D** Submit a change request

*Incorrect. Submitting a change request is a premature action. First, the project manager should confirm the quality of the project deliverables is not in compliance, as expressed by the team member. If a corrective or preventive action or defect repair is required that warrants a change to the project management plan, only then should a change request be submitted.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 303*

# PMP Exam Simulator



## PMP Exam 2

Question 129 of 200

Question ID: 612850

You are leading a project to manufacture a new type of electric vehicle. The lessons learned repository indicates that past projects have had issues with paint scratches after the installation of the exterior trim. The engineering department has recommended the application of a vinyl film to the painted surfaces of the cars after leaving the paint booth.

The application of the vinyl film is an example of what?

- A Preventive action
- B Corrective action
- C Defect repair
- D Protective action

✗ Question answered incorrectly

### Hint:

What type of action will ensure that future performance will align with the project management plan?

**Correct Answer: A**

### Explanation:

The key to answering this question correctly is understanding the differences between preventive action, corrective action, and defect repair. The application of a protective vinyl film is a preventive action to ensure that future vehicles are not scratched with the installation of the interior and exterior trim. Preventive action is a proactive measure whereas corrective action and defect repair are reactive measures.

### Details for Each Option:

**A** Preventive action

*Correct. The application of the vinyl film is supposed to prevent scratches from occurring on vehicles and is considered a preventive action.*

**B** Corrective action

*Incorrect. If the robot painting the vehicles had fallen out of specification causing paint defects, then adjusting the robot would be an example of corrective action.*

**C** Defect repair

*Incorrect. Buffing out the paint scratches would be an example of defect repair.*

**D** Protective action

*Incorrect. 'Protective action' is a fake term made up for this question.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 96*

# PMP Exam Simulator



## PMP Exam 2

Question 130 of 200

Question ID: 612387

You are planning risk management activities for a small project you are leading. The project team is having trouble assigning cost and schedule impacts to identified risks due to a lack of high-quality numeric data.

What is your best course of action?

- A Make up numeric data and evaluate on a quantitative basis
- B Release the project team and terminate the project
- C Proceed directly to the Plan Risk Responses process
- D Request the numeric data from the project sponsor

✗ Question answered incorrectly

### Hint:

Carrying out the Perform Quantitative Risk Analysis process is not required for all projects.

### Correct Answer: C

### Explanation:

Quantitative risk analysis is a reliable method to assess overall project risk which is performed by assigning cost and schedule impacts to identified risks. However quantitative risk analysis is not required for all projects nor is it always possible. The use of quantitative risk analysis depends on the availability of numeric data that can be assigned to project risks as well as specialized expertise. In addition, quantitative risk analysis is costly and typically takes more time to complete than qualitative risk analysis. Quantitative risk analysis is most likely appropriate for large or complex projects, which is not the case in the scenario described where you are leading a small project. When high-quality numeric data is unavailable, individual project risks are prioritized and assessed in qualitative risk analysis, giving the team a list of high-priority risks on which to focus their efforts. In situations where performing quantitative risk analysis is prohibitive, a qualitative risk analysis will be sufficient for the project's risk management efforts. In such instances, the project can proceed directly to the next process, Plan Risk Responses, making it the best answer to the question asked.

### Details for Each Option:

- A Make up numeric data and evaluate on a quantitative basis

*Incorrect. Quantitatively evaluating risks is dependent on the ability to attain numerical data about individual project risks. When the data is not available, the project can proceed to the Plan Risk Responses process. While not ideal, this approach is better than making up data, which on its own, is an action that violates the PMI Code of Ethics and Professional Conduct.*

**B** Release the project team and terminate the project

*Incorrect. Releasing the project team and terminating the project is an extreme reaction that is not warranted under the circumstances described in the scenario. When high-quality numeric data is not available to carry out the Perform Quantitative Risk Analysis process, having the risks analyzed on a qualitative level and moving on to plan risk responses is a good project management practice.*

**C** Proceed directly to the Plan Risk Responses process

*Correct. A qualitative risk analysis prioritizes risks by their probability of occurrence and impact allowing the team to focus efforts on high-priority risks. By trying to assign cost impacts to risks, you are trying to use quantitative risk analysis which is not appropriate for all projects. A quantitative risk analysis depends on the availability of high-quality data for project risks. Since you are struggling with attaining such data, a qualitative risk analysis will be sufficient.*

**D** Request the numeric data from the project sponsor

*Incorrect. The problem described by the scenario is a lack of high-quality numeric data required to evaluate project risks on a quantitative basis. It is possible but highly unlikely that the project sponsor will possess or be able to obtain the required data.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 428-429, 434, 419*

# PMP Exam Simulator



## PMP Exam 2

Question 131 of 200

Question ID: 612310

You are developing a charter for a fiberoptic installation project that involves laying cable across a major interstate highway. You recall your company experienced problems related to traffic disruptions on a similar project about three years ago.

Which of the following should you perform first to guide the implementation strategy?

- A Determine risk response plans to deal with potential traffic disruptions
- B Develop proper communication methods with those who use the highway
- C Allocate contingency reserves to account for traffic disruptions
- D Analyze the situation to determine enterprise environmental factors (EEFs)

✘ Question answered incorrectly

### Hint:

What task would first be performed as part of the Initiating Process Group?

**Correct Answer: D**

### Explanation:

The scenario states that you, as the project manager, are developing the project charter, which occurs as part of the Initiating Process Group. High-level EEFs are identified and analyzed early in the project to determine if the physical environment (which is part of the EEF) will present traffic disruptions that would shape the implementation strategy. All the other answer choices are done as part of processes in the Planning Process Group and therefore could be eliminated from consideration.

### Details for Each Option:

- A Determine risk response plans to deal with potential traffic disruptions  
*Incorrect. Risk response plans identify ways to handle risks if they are realized and are created as part of the Plan Risk Responses process in the Planning Process Group. There is nothing described in this situation that demonstrates this project has completed processes in the Initiating Process Group, making this choice an incorrect answer.*
- B Develop proper communication methods with those who use the highway

*Incorrect. Project communication methods are established as part of the Project Communications Management Knowledge Area in the Planning Process Group. This answer is incorrect because there is no evidence in the scenario that indicates that the Initiating Process Group processes are complete.*

- C** Allocate contingency reserves to account for traffic disruptions

*Incorrect. Contingency reserves are time or money allocated in the schedule or cost baseline for known risks with active response strategies. Contingency reserves are determined as part of the Project Risk Management Knowledge Area in the Planning Process Group, but this scenario describes a situation in the Initiating Process Group, making this choice an incorrect answer.*

- D** Analyze the situation to determine enterprise environmental factors (EEFs)

*Correct. Enterprise environmental factors are internal and external conditions, not under the immediate control of the team, that influence, constrain, or direct the project, program, or portfolio. Identifying EEFs early can help shape the implementation strategy and should be one of the first actions you perform when assigned a project. In this case, the external EEF would be the physical environment in which your team is laying the fiber-optic cable. An analysis of this stretch of highway will determine if it presents possible traffic disruptions. Therefore, of the choices provided, analyzing the situation to determine the EEFs is the best answer to the question asked.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 39, 78*

# PMP Exam Simulator



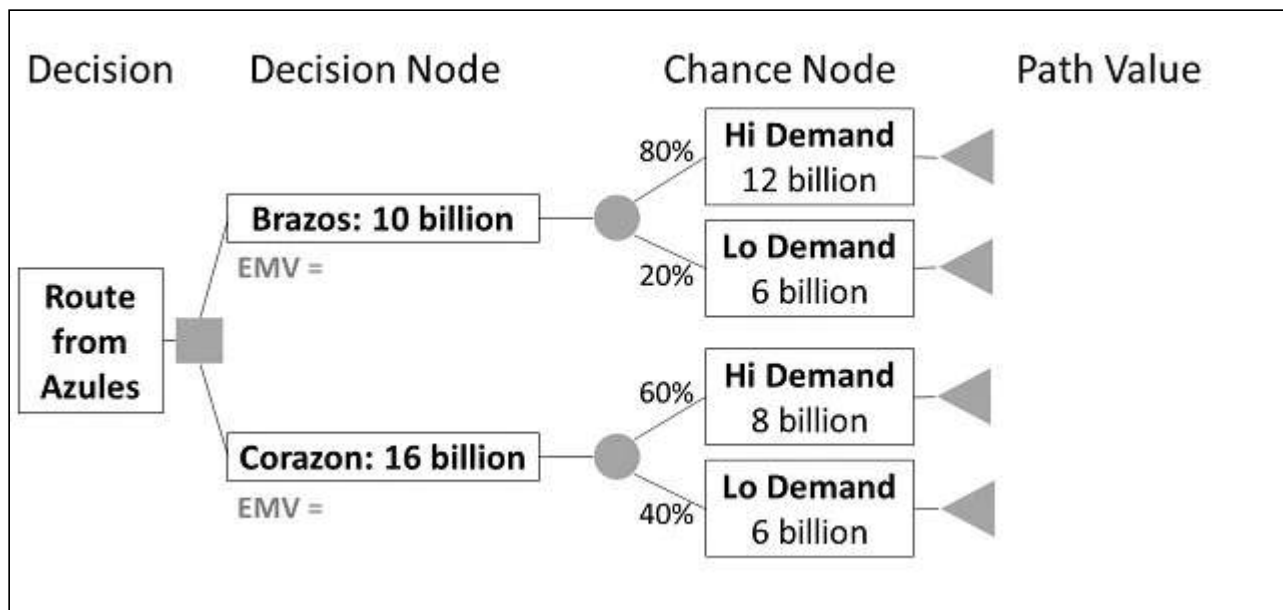
## PMP Exam 2

Question 132 of 200

Question ID: 613032

Your sponsor has committed to building a high-speed rail from one major inland city, Azules, to the coast. You have two possible routes, either Brazos or Corazon.

Given each route's costs, odds, and rewards of high demand and low demand in this decision tree, which route should you choose?



- A Brazos, because it has the highest expected monetary value (EMV) and avoids the worst-case scenario loss.
- B Corazon, because you gain 16 billion by building that route instead of gaining 10 billion by building the Brazos route.
- C Brazos, because 80% gives the highest chance of gaining 12 billion, which covers the 10 billion spent to build this route.
- D Corazon, because the probabilities of low demand and high demand are closer to 50/50, which reduces risk.

✗ Question answered incorrectly

### Hint:

Decision tree analysis is a technique used for the Perform Quantitative Risk Analysis process. You must account for not only the cost of the decision but the probability and payoff for each effect.



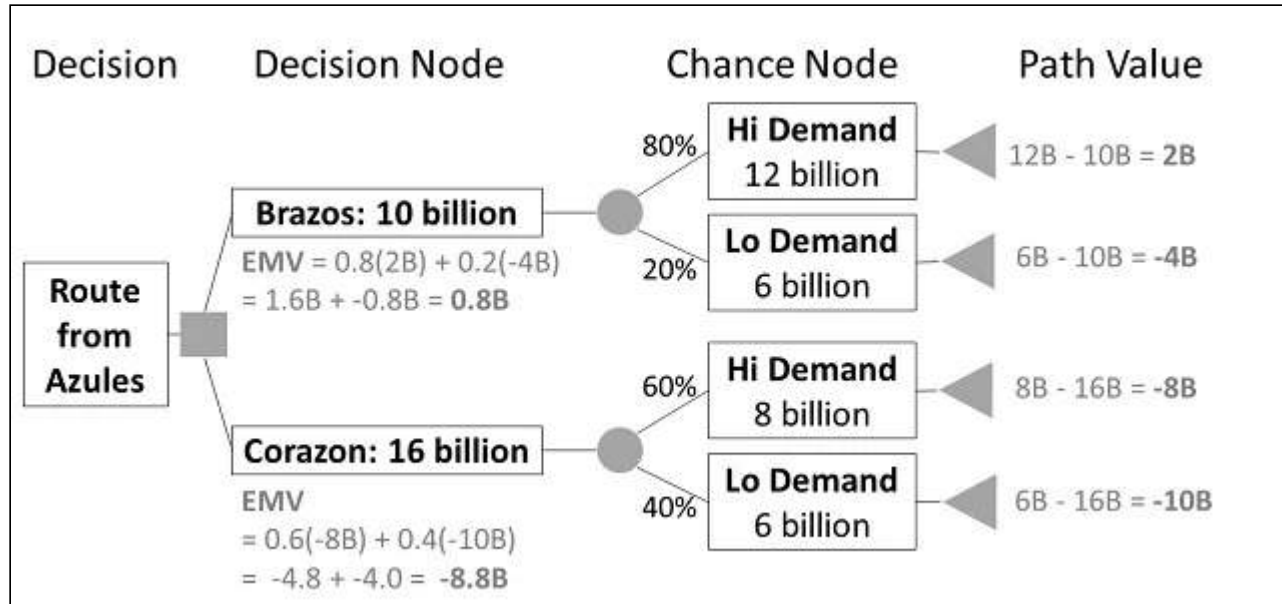
**Correct Answer: A**

**Explanation:**

Decision tree analysis is a technique used for the Perform Quantitative Risk Analysis process. You must account for not only the investment cost of the decision but the probability and payoff for each effect.

In a decision tree, the best choice is the one with the largest expected monetary value (EMV).

The EMV for the Brazos route is 0.8 billion, and the EMV for the Corazon route is -8.8 billion (note this is a negative number). Since the path with the largest expected monetary value is the Brazos route at 0.8 billion, that is the best choice.



**Details for Each Option:**

- A** Brazos, because it has the highest expected monetary value (EMV) and avoids the worst-case scenario loss.  
*Correct. The EMV for the Brazos route is 0.8 billion, which certainly beats a loss (-8.8 billion) if you instead built the Corazon route. And the worst-case scenario is the net path value for the possibility that the Corazon route would have low demand, in which case the project could result in a loss of 10 billion. The Brazos route avoids this worst-case scenario.*
- B** Corazon, because you gain 16 billion by building that route instead of gaining 10 billion by building the Brazos route.  
*Incorrect. When using a decision tree, the decision node does not indicate the amount to be gained. Usually, the decision node indicates the cost of the choice. In this case, building the route to Corazon would cost 16 billion.*
- C** Brazos, because 80% gives the highest chance of gaining 12 billion, which covers the 10 billion spent to build this route.  
*Incorrect. When using a decision tree, you need to account for not only the highest probability payoffs but also the lower probability payoffs.*
- D** Corazon, because the probabilities of low demand and high demand are closer to 50/50, which reduces risk.  
*Incorrect. The 60/40 split in probability between high demand and low demand for the route to Corazon does not reduce risk.*

**Reference:**

A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 435



# PMP Exam Simulator



## PMP Exam 2

Question 133 of 200

Question ID: 612217

You are managing a project to hold an annual member convention. Thanks to unprecedented exhibitor response, you need to expand to a larger exhibit hall, which involves switching to a neighboring hotel and updating exhibitor, volunteer, and attendee communications.

Which of the following processes applies as you implement the approved change request?

- A Direct and Manage Project Work
- B Monitor and Control Project Work
- C Perform Integrated Change Control
- D Manage Procurements

⊗ Question answered incorrectly

### Hint:

Changes are implemented during project execution. Which answer choice represents an executing process?

**Correct Answer: A**

### Explanation:

An approved change request may involve corrective measures, preventive measures, defect repair, and updates to plans and baselines. Of the choices available, only the Direct and Manage Project Work is an executing process, and approved change requests are an input to this process, making it the best answer to the question asked.

### Details for Each Option:

- A Direct and Manage Project Work

*Correct. Direct and Manage Project Work is the process of leading and performing the work defined in the project management plan as well as implementing approved changes to achieve the project's objectives. Therefore, this choice is the best answer to the question asked.*

- B Monitor and Control Project Work

*Incorrect. Monitor and Control Project Work is the process of tracking, reviewing, and reporting the overall process to meet the performance objectives defined in the project management plan. Implementation of approved change requests is not part of this process.*

**C** Perform Integrated Change Control

*Incorrect. Perform Integrated Change Control is the process of reviewing all change requests; approving changes and managing changes to deliverables, project documents, and the project management plan; and communicating the decisions. Changes may be approved as part of this process. However, their implementation belongs to another process.*

**D** Manage Procurements

*Incorrect. 'Manage Procurements' is not a process specified in the PMBOK® Guide.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 93, 114, 350, 496*

# PMP Exam Simulator



## PMP Exam 2

Question 134 of 200

Question ID: 613037

A project to build a new high-end subdivision has been plagued with quality problems. Customers are arguing about what was actually specified to be built. The last house has been built, and the fixes to five more houses have been completed. The project manager desperately wants to close the project and move on.

What does the project manager need to review to ensure proper closure of the project?

- A All components of the project management plan
- B The quality management plan to ensure it was followed for these last few houses
- C The requirements management plan to ensure all the requirements are met
- D The performance measurements baseline to determine how the project performed

✘ Question answered incorrectly

### Hint:

This review requires more than one baseline.

### Correct Answer: A

### Explanation:

Even though some components of the project management plan may be of more obvious importance, all components of the project management plan are required as inputs to project closure. There were obvious quality and requirements issues on this project, but the project manager will need to review all aspects of the project and not just the obvious problem areas. Hence, all components of the project management plan are needed to close the project. In addition to the project management plan and baselines, the project manager will also need to review many, if not all, of the project documents and business documents. If nothing else, all of these documents will need to be marked as final versions during the Close Project or Phase process. In this scenario, all of the answer choices are correct, however, reviewing the project management plan provides the most comprehensive answer, and is, therefore, the best answer to the questions asked.

### Details for Each Option:

- A All components of the project management plan

*Correct. All components of the project management plan are inputs to project closure and will need to be reviewed for project closure.*

- B** The quality management plan to ensure it was followed for these last few houses  
*Incorrect. Quality was an issue for this project, and the project manager should review the quality management plan in preparation for project closure. However, the quality management only represents one aspect of the project, and there is another answer choice that provides a more comprehensive answer.*
- C** The requirements management plan to ensure all the requirements are met  
*Incorrect. The requirements management plan is one of the elements of the project management plan that will need to be reviewed for project closure. However, the project manager needs to review more than the just the requirements management plan for this process.*
- D** The performance measurements baseline to determine how the project performed  
*Incorrect. The performance measurement baseline (PMB) is the integrated scope, schedule, and cost baselines used for comparison to manage, measure, and control project execution. The PMB will be useful in analyzing project performance, but this is only one aspect of projecting closure.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 124*

# PMP Exam Simulator



## PMP Exam 2

Question 135 of 200

Question ID: 612433

The stakeholder engagement plan has just been approved.

Which of the following is least likely to trigger an update to this plan?

- A The start of a new phase of the project
- B Changes to the organizational structure
- C The closure of a project or phase
- D Changes in communications strategies

✗ Question answered incorrectly

### Hint:

Which of the options has little or no impact on project planning?

**Correct Answer: C**

### Explanation:

The close of a project phase does not typically trigger the need to review and update stakeholder engagement strategies documented in the stakeholder engagement plan, which is a component of the project management plan. The *PMBOK® Guide* lists various outputs from the Close Project or Phase process, but updates to the project management plan are not among them. The other answer choices represent typical triggers for the update of the stakeholder engagement plan.

### Details for Each Option:

- A The start of a new phase of the project  
*Incorrect. The stakeholder engagement plan is reviewed and regularly updated as the stakeholder community changes. The start of a new project phase may involve different project stakeholders and will, therefore, require modifications to the stakeholder engagement plan.*
- B Changes to the organizational structure  
*Incorrect. The stakeholder engagement plan should be reviewed and regularly updated as the stakeholder community changes. Changes to the organizational structure may result in changes among the stakeholders involved in the project and their project roles. These changes are expected to require updates to the stakeholder engagement plan.*

**C** The closure of a project or phase

*Correct. The Close Project or Phase process involves finalizing all of the activities for the project, phase, or contract. During this process, information is archived, the planned work is completed, and the human resources are released. Measuring stakeholder satisfaction is an important step while closing a project. To measure stakeholder satisfaction, a stakeholder engagement plan may be consulted, however, the plan itself is typically not updated.*

**D** Changes in communications strategies

*Incorrect. The stakeholder engagement plan can be updated as an output of the Manage Communications process. This process may result in updates to the stakeholder communication requirements and agreed-upon communications strategies, thus warranting the update of the stakeholder engagement plan.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 518, 378, 127-128*



# PMP Exam Simulator



## PMP Exam 2

Question 136 of 200

Question ID: 613661

You are the project manager for a year-long warehouse construction project in a large open field outside of a rural town. Four weeks into the project it was discovered that at night, during non-working hours, animals from the surrounding woods were scavenging material from the worksite. This issue was not accounted for in planning.

What would you do once you learned of the animal breach?

- A Do nothing as the risk has not been identified and therefore should be accepted.
- B Organize the team in three shifts to scare the animals away while working.
- C Visit the worksite and assess the extent of the damage from the animal breach.
- D Bring a security company to protect the site from the animals during non-working hours.

⊗ Question answered incorrectly

### Hint:

Make an educated decision.

### Correct Answer: C

### Explanation:

If possible, you should not make any impulsive decisions, but gather all the facts about a situation before acting. Visiting the worksite and seeing firsthand the extent of the damage and the type of damage will help determine the best course of action. Referencing the risk management plan is an incorrect answer choice because it explains the approach that the project will take in respect to risk and ensures it is appropriate for the project. You need all the information about the risk before consulting the risk management plan. The other options are impulsive reactions and, therefore, not correct answer choices.

### Details for Each Option:

- A Do nothing as the risk has not been identified and therefore should be accepted.  
*Incorrect. Risk acceptance is one of the strategies for threats. However, the fact the risk has not been identified does not necessarily mean that nothing can be done in this situation, nor does it mean the risk should be accepted. An analysis should be performed and a decision made.*
- B Organize the team in three shifts to scare the animals away while working.

*Incorrect. This response is impulsive and made without knowing the circumstances of the risk and therefore an incorrect answer choice.*

- C** Visit the worksite and assess the extent of the damage from the animal breach.

*Correct. You should gather all the information about the situation before making any decisions.*

- D** Bring a security company to protect the site from the animals during non-working hours.

*Incorrect. This response is impulsive and made without knowing the circumstances of the risk and therefore an incorrect answer choice.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 453*

# PMP Exam Simulator



## PMP Exam 2

Question 137 of 200

Question ID: 612485

A project to renovate an old office building is underway when asbestos insulation is discovered covering some of the plumbing pipes. Given the age of the building, the possibility of finding asbestos was a known risk. The risk response calls for contracting with a remediation company specializing in asbestos removal. After the remediation company completes their work, the project team is unpleasantly surprised to discover corrosion among some of the plumbing pipes.

What should the project manager do first?

- A** Request the remediation company make the repairs since the corrosion was detected during their work
- B** Capture the information in the issue log and assign a responsible party to ensure the issue is tracked and resolved
- C** Document to the risk register corrosion as a secondary or residual risk and implement the agreed-upon risk response plan
- D** Update the lessons learned register to ensure that risk planning for similar future projects should be performed more thoroughly

✘ Question answered incorrectly

### Hint:

Where should information about problems encountered during a project be recorded and monitored?

**Correct Answer: B**

### Explanation:

The question implies that the Implement Risk Responses process was being performed when a problem with the plumbing was discovered. Updates to the issue log are one of the outputs of this process. When issues are identified as part of the Implement Risk Responses process, they are recorded in the issue log. The issue log is a project document where information about issues and their resolution is recorded and monitored. Of the available options, the first thing for the project manager to do in this situation is to capture the information in the issue log and assign a responsible party to ensure the issue is effectively tracked through resolution.

### Details for Each Option:

- A** Request the remediation company make the repairs since the corrosion was detected during their work

*Incorrect. There is not enough information in the question to determine if the contract with the remediation company includes a clause that obligates them to address issues that arise as a result of their work.*

- B** Capture the information in the issue log and assign a responsible party to ensure the issue is tracked and resolved

*Correct. When issues are identified as part of the Implement Risk Responses process, they are recorded in the issue log, and a responsible party is assigned to ensure the issue is tracked and resolved.*

- C** Document to the risk register corrosion as a secondary or residual risk and implement the agreed-upon risk response plan

*Incorrect. A secondary risk is a risk that arises as a direct result of implementing a risk response. Residual risk is a risk that remains after risk responses have been implemented. Therefore, the corrosion can be considered either a secondary risk or a residual risk. The question implies the corrosion caught the project team by surprise suggesting the risk of corrosion was not identified during planning so a response plan would not yet exist.*

- D** Update the lessons learned register to ensure that risk planning for similar future projects should be performed more thoroughly

*Incorrect. The lessons learned register is a project document that includes the knowledge gained during a project so that it can be used in the current project and entered into the lessons learned repository where the knowledge can be used to improve the performance of the future projects. Based on the scenario described, corrosion has not been identified as a risk during project planning. Therefore, updating the lessons learned register to ensure that risk planning for similar future projects should be performed more thoroughly is a plausible answer choice. However, the question asks what the project manager should do 'first'? Another answer choice, capturing the issue in the issue log to make sure it's monitored and resolved, describes an action, which is more time-sensitive than documenting the situation in the lessons learned register, making this choice not the best answer to the question asked.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 452*

# PMP Exam Simulator



## PMP Exam 2

Question 138 of 200

Question ID: 613022

You are holding a meeting to collect requirements for the project you are managing. During the meeting, the sponsor enters the room and brings with her two individuals whom she introduces as new project stakeholders.

What is the best course of action for the project sponsor at this point?

- A Introduce you as the project manager
- B Ask to restart the meeting
- C Explain that project execution has begun
- D Update the stakeholder register

✗ Question answered incorrectly

### Hint:

How would the new project stakeholders get high-level information about the project and know their roles and responsibilities?

**Correct Answer: A**

### Explanation:

The scenario implies that while you were carrying out the Collect Requirements process, new stakeholders have just been identified, suggesting you have tapped into the Identify Stakeholders process, which is an iterative process that can take place at any time during the project life cycle. In turn, when this process is triggered, the project manager may need to take steps that are associated with the Develop Project Charter process. For example, once the sponsor lets the new stakeholders know that you are the project manager, you would enlighten them about the project, your position, and their roles and responsibilities, essentially providing the information in the approved project charter. By conveying this information, you ensure a common understanding of how the project will impact them and that you have the authority to involve them or apply the resources available at their possession to project activities to achieve project objectives.

### Details for Each Option:

- A Introduce you as the project manager

*Correct. As a project manager, you are authorized to use the stakeholders' resources to achieve project objectives. Therefore, by introducing you to the stakeholders as the project manager, the project sponsor empowers you to provide an overview of the project objectives and milestones to the stakeholders and ensure they understand their*

roles and responsibilities in the project.

**B** Ask to restart the meeting

*Incorrect. Restarting the meeting would not be the wise use of project time and resources. It is reasonable to assume that the new stakeholders will be able to catch up later.*

**C** Explain that project execution has begun

*Incorrect. The scenario describes a meeting to collect requirements, implying that the project is still in planning.*

**D** Update the stakeholder register

*Incorrect. Updating the stakeholder register is indeed required when new stakeholders are identified. However, it would likely be the project manager or a team member and not the project sponsor who would take this action.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 53, 81, 561*

# PMP Exam Simulator



## PMP Exam 2

Question 139 of 200

Question ID: 612044

A project manager has been communicating with 10 stakeholders regularly. Last week 2 more stakeholders were identified and added to the communications management plan.

What is the number of potential communication channels?

- A 66
- B 78
- C 55
- D 12

✘ Question answered incorrectly

### Hint:

The number of potential communication channels can be calculated by  $n(n-1) / 2$ , where  $n$  represents the number of all individuals who could potentially communicate with one another.

**Correct Answer: B**

### Explanation:

The number of potential communication channels or paths can indicate the complexity of a project's communications. The total number of potential communication channels can be calculated by  $n(n-1) / 2$ , where  $n$  represents the number of stakeholders. After the addition of 2 additional stakeholders, the scenario indicates 12 stakeholders plus the project manager, for a total of 13 stakeholders. Therefore,  $n=13$  and the number of communication channels is  $13(13-1) / 2 = 78$ .

While the calculation of communication channels is not included in the *PMBOK® Guide*, Sixth Edition, the Project Management Professional (PMP)® Examination Content Outline, June 2015, covers knowledge and skills, with which PMP aspirants are expected to be familiar. Information used to define project communication requirements is one of these topics and may appear on the exam.

### Details for Each Option:

- A 66

*Incorrect. This answer represents the number of communication channels when  $n=12$  and the project manager was omitted as a stakeholder, making the number of communication channels equal to  $12*(12-1) / 2 = 66$ . Don't forget the project manager is a stakeholder as well.*

**B** 78

*Correct. The number of potential communication channels can be calculated by  $n*(n-1) / 2$ , where  $n$  represents the number of stakeholders. The scenario indicates 12 stakeholders plus the project manager, for a total of 13 stakeholders. Therefore,  $n=13$  and the number of communication channels is  $13*(13-1) / 2 = 78$ .*

**C** 55

*Incorrect. This answer represents the number of potential communication channels before the additional 2 stakeholders were added. Thus, 10 stakeholders plus the project manager making  $n=11$  and the number of communication channels equal to  $11*(11-1) / 2 = 55$ .*

**D** 12

*Incorrect. This value represents the number of stakeholders excluding the project manager.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 369-370; see also*



# PMP Exam Simulator



## PMP Exam 2

Question 140 of 200

Question ID: 610035

Monthly audits were performed to determine if project activities comply with corporate policies, procedures, and best practices. Throughout the project, the results of the monthly audits indicated that the team was in compliance. However, at the end of the project, it was determined that some of the project activities did not comply with organizational policies.

What most likely caused these compliance gaps to be missed during the audits?

- A The audits were conducted by the company's internal audit department
- B The audits were conducted by one of the project team members
- C The audits were conducted by the project management office (PMO)
- D The audits were conducted by an auditor external to the organization

⊗ Question answered incorrectly

### Hint:

An audit should be an independent review.

**Correct Answer: B**

### Explanation:

An audit is a structured, independent process used to determine if 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, project management office (PMO), or by an auditor external to the organization. Having a project team member perform the audit negates the benefits of an independent review. For example, if the project team member conducting the audit is not aware or misinterprets a particular procedure during project execution, then that same individual will not identify the problem during the audit. Thus, it is best to have an audit performed by an entity external to the project. Therefore, of the choices provided, the most likely reason these compliance gaps were not found during the audits was that the audits were conducted by a project team member.

### Details for Each Option:

- A The audits were conducted by the company's internal audit department  
*Incorrect. It is entirely appropriate for an audit to be performed by an internal audit department. Therefore, this action is unlikely to be the cause of the problem identified in the scenario, making this choice an incorrect answer.*

**B** The audits were conducted by one of the project team members

*Correct. An audit is usually performed by an entity external to the team. Having a project team member perform the audit negates the benefits of an independent review making this choice the best answer to the question asked.*

**C** The audits were conducted by the project management office (PMO)

*Incorrect. Performing audits is a typical function for a PMO and is not a likely cause for missing the compliance issues.*

**D** The audits were conducted by an auditor external to the organization

*Incorrect. External auditors are commonly used to ensure compliance with policies, procedures, and best practices. There is no reason to believe that using an external auditor could cause the problem outlined in this scenario.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 294*

# PMP Exam Simulator



## PMP Exam 2

Question 141 of 200

Question ID: 612650

Midway through your project, you are informed by a member of the project staff of a growing problem with two primary team members. After learning of verbal encounters and the negative effect on the team, you decide immediate action is needed. You meet privately with the two team members involved and collaboratively agree on steps to eliminate the conflict. Follow-up meetings are scheduled to discuss the ongoing progress.

Based on the information provided, which of the listed actions should you take next?

- A Update the schedule baseline
- B Update organizational process assets
- C Update the issue log
- D Update the enterprise environmental factors

⊗ Question answered incorrectly

### Hint:

The scenario requires documenting the problems identified and the actions taken in order to track progress and ensure a resolution is reached.

**Correct Answer: C**

### Explanation:

The purpose of the issue log is to record and track issues that surface during the project lifecycle. This document is first created as an output of the Direct and Manage Project Work process and is then used as input in many project processes and updated as a result of the monitoring and control activities throughout the life of the project.

### Details for Each Option:

- A Update the schedule baseline  
*Incorrect. The information provided in the question did not indicate that the conflict created conditions necessary to update the schedule baseline. Updating the schedule baseline would require the submission of a change request and approval via the Perform Integrated Change Control process.*
- B Update organizational process assets

*Incorrect. Organizational process assets (OPAs) are plans, processes, policies, procedures, and knowledge bases that are specific to and used by the performing organization. Updates to OPAs are not an output of the Manage Team process suggested by the scenario.*

**C** Update the issue log

*Correct. In this question, the project manager encounters a conflict, takes action and works to implement a resolution. Per the PMBOK Guide, new issues that arise during the Manage Team process should be recorded. Therefore, the issue should be added to the log to help the project manager effectively track and manage the issue and ensure resolution.*

**D** Update the enterprise environmental factors

*Incorrect. Enterprise environmental factors (EEFs) that can be updated as an output of the Manage Team process implied by the scenario include organizational performance appraisals and personnel skill. It is unlikely that any of those would require an update as a result of the conflict resolved by the project manager.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 351, 96*

# PMP Exam Simulator



## PMP Exam 2

Question 142 of 200

Question ID: 612322

You diligently gather all the available information about the project and produce a draft of the project charter, which you submit to the sponsor for approval. The following day the sponsor calls you and states that the charter is missing an essential element.

What did you most likely neglect to include?

- A The scope baseline for the project
- B The project schedule
- C A detailed project description including boundaries and all deliverables
- D The business needs to be satisfied with the execution of the project

✘ Question answered incorrectly

### Hint:

What type of information is available at the time the project charter is drafted?

**Correct Answer: D**

### Explanation:

The business needs to be satisfied with the execution of the project are a significant component of the project charter and should always be included. Although each of the other answer choices is important to the successful completion of the project, none are available to be included in the project charter during the Initiating phase of a project.

### Details for Each Option:

- A The scope baseline for the project  
*Incorrect. The scope baseline is created during the Create WBS process and is therefore produced after the charter has been approved.*
- B The project schedule  
*Incorrect. The charter may have a summary milestone schedule, but the project schedule is not created until the Develop Schedule process has been completed.*
- C A detailed project description including boundaries and all deliverables

*Incorrect. The project charter will only have a high-level project description, boundaries, and key deliverables. Detailed project information is not available when the project charter is drafted.*

**D** The business needs to be satisfied with the execution of the project

*Correct. The business needs being satisfied by the execution of the project is an essential element of the project charter, and this is the only answer choice that is an element of the charter.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 77, 81*

# PMP Exam Simulator



## PMP Exam 2

Question 143 of 200

Question ID: 613714

You are leading a project to build a storage facility next to an estate managed by a homeowner association (HOA), who has been classified as an influential stakeholder. During project planning, the HOA has expressed their objection that the facility is an eyesore, so it has been agreed that large trees will be planted to obscure the view to the facility. The construction has begun, but some of the HOA members are still unhappy with the project.

What should you do now?

- A Proceed with the project as planned
- B Add the HOA to the stakeholder register
- C Remove the HOA from the stakeholder register
- D Communicate regularly with the HOA

⊗ Question answered incorrectly

### Hint:

Monitoring your relationships with stakeholders increases your ability to ensure their support.

**Correct Answer: D**

### Explanation:

Monitoring stakeholder engagement in a project will help you understand stakeholders' perceptions and allow you to make adjustments to ensure their support or at least minimize their resistance. To maintain strong relationships with stakeholders, you need to spend time communicating with them and gather information on their ongoing and evolving feelings about the project. The HOA has been vocal about their feelings on the project but eventually agreed to the solution. In spite of this, some of the HOA members are still unhappy with the project. By continuing to grow your relationship with them, you may gather information that will prevent future problems.

### Details for Each Option:

- A Proceed with the project as planned

*Incorrect. There is nothing in the scenario to suggest that the project is carried out improperly. Therefore, proceeding with the project as planned is a plausible answer choice. However, since the HOA is an influential stakeholder, and some of its members are unhappy, proceeding with the project as planned would imply ignoring those members.*

**B** Add the HOA to the stakeholder register

*Incorrect. The question states that the HOA has been classified as an influential stakeholder, inferring the HOA has been already added to the stakeholder register.*

**C** Remove the HOA from the stakeholder register

*Incorrect. Removing the HOA from the stakeholder register would unlikely make the unsatisfied members of the HOA happy and would probably even worsen the situation.*

**D** Communicate regularly with the HOA

*Correct. Continually monitoring your relationship with the HOA and controlling their engagement allows you to make adjustments to minimize their resistance. The scenario suggests the HOA is going to be a difficult stakeholder; therefore, regular communication and evaluation of their engagement are critical to the project's success.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 530-535*



# PMP Exam Simulator



## PMP Exam 2

Question 144 of 200

Question ID: 613507

A multi-phase project is moving toward the end of its first phase. The project manager is transitioning the intermediate deliverables to the customer to operate and maintain them. The customer says they are not going to do this now because the project is not yet completed.

Of the following, what can be said of this situation?

- A Customers need to maintain all deliverables after they are accepted
- B The customer is correct since project teams maintain all deliverables until the project is complete
- C The project manager did not set proper expectations with the customer on maintaining deliverables
- D The project manager is right, once a phase closes, all deliverables are maintained by the customer

✘ Question answered incorrectly

### Hint:

Who is responsible for knowing what individual or group will maintain the deliverables?

**Correct Answer: C**

### Explanation:

The project phase is being closed out, and there should not be these types of disconnects. The question suggests that the project manager did not set proper expectations with the customer on maintaining deliverables. The rules on who maintains deliverables, and when the project team transfers such responsibility, should be clearly called out in the statement of work (SOW) or contract. It is the project manager's responsibility to ensure these conditions are clearly understood. The incorrect options suggest specific potential arrangements on who is responsible and when for maintaining the deliverables, but the question did not state a specific arrangement. The arrangement is project-specific and dependent on what is set out in the contract or SOW.

### Details for Each Option:

- A Customers need to maintain all deliverables after they are accepted  
*Incorrect. In general, customers do not maintain deliverables until they are fully accepted and transferred. There is not enough information in the scenario to determine if the deliverables have been accepted by the customer. The scenario is talking about a project that is 'moving' toward the end of its first phase with 'intermediate deliverables' implying the phase has not yet been completed and the deliverables have not yet been accepted.*

- B** The customer is correct since project teams maintain all deliverables until the project is complete  
*Incorrect. The maintenance rules should be clearly called out in the statement of work (SOW) or contract. The scenario does not mention a condition that the project teams must maintain all deliverables until the project is complete.*
- C** The project manager did not set proper expectations with the customer on maintaining deliverables  
*Correct. The rules on who will maintain deliverables and when should be called out in the statement of work (SOW) or contract. It is the project manager's responsibility to ensure these conditions are clearly understood.*
- D** The project manager is right, once a phase closes, all deliverables are maintained by the customer  
*Incorrect. The scenario does not mention a condition that once a phase closes, all deliverables are maintained by the customer. The arrangement is project-specific and should follow what is stated in the contract or statement of work (SOW).*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 127*

# PMP Exam Simulator



## PMP Exam 2

Question 145 of 200

Question ID: 613614

You are the project manager who is in the process of preparing the project planning documents. As you gather data, you want to be as thorough as possible given the vast scope of the project. Therefore, you want to use a standardized list of items to be considered during this process.

What should you do to find this information?

- A Check the lessons learned repository
- B Consult the project management plan
- C Check the organizational process assets
- D Review the scope baseline

✗ Question answered incorrectly

### Hint:

Where should you find a company standardized checklist?

**Correct Answer: C**

### Explanation:

The question suggests that the Develop Project Management Plan is being carried out. One data-gathering technique that is useful in the Develop Project Management Plan process is the use of checklists. Many organizations have standardized checklists available based on their own experience or use checklists from the industry. A checklist may guide the project manager to develop the project management plan or may help to verify that all the required information is included in the plan. The checklist is an organizational process asset which is where you would find this document.

### Details for Each Option:

- A Check the lessons learned repository  
*Incorrect. The lessons learned repository is a store of historical information about lessons learned from past projects. The lessons learned repository would not be the best place to find a standardized list of items or checklist.*
- B Consult the project management plan

*Incorrect. Based on the scenario described, the project management plan is not ready yet. Even if it was, the project management plan does not contain a standardized list of items such as a checklist. The best place to find an applicable checklist is the organizational process assets.*

- C** Check the organizational process assets

*Correct. The question's description of a standardized list is also known as a checklist. A checklist is an organizational process asset, and that is where the document should be found.*

- D** Review the scope baseline

*Incorrect. The question refers to a standardized list of items, otherwise known as a checklist. A checklist would be found within the company's organizational process assets and not the scope baseline.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 85, 414*

# PMP Exam Simulator



## PMP Exam 2

Question 146 of 200

Question ID: 612487

After gaining a clear understanding of the problem, a senior manager suggests to a newly promoted project manager that she should emphasize areas of agreement rather than areas of difference when handling the current conflict issues within the team.

Which conflict resolution technique is the mentor recommending?

- A Smoothing
- B Compromising
- C Forcing
- D Collaborating

⊗ Question answered incorrectly

### Hint:

This conflict resolution technique is also referred to as accommodating.

**Correct Answer: A**

### Explanation:

The smooth/accommodate conflict resolution technique emphasizes areas of agreement rather than areas of difference; conceding one's position to the needs of others to maintain harmony and relationships. The mentor's response is the definition of the smooth/accommodate conflict resolution technique.

### Details for Each Option:

- A Smoothing

*Correct. The smooth/accommodate conflict resolution technique emphasizes areas of agreement rather than areas of difference; conceding one's position to the needs of others to maintain harmony and relationships.*
- B Compromising

*Incorrect. The compromise/reconcile technique seeks to find solutions that bring some degree of satisfaction to all parties to temporarily or partially resolve the conflict. This approach occasionally results in a lose-lose situation.*
- C Forcing

*Incorrect. The force/direct technique involves pushing one's viewpoint at the expense of others. This approach is usually enforced through a power position to resolve an emergency and often results in a win-lose situation.*

**D** Collaborating

*Incorrect. The collaborate/problem solve technique incorporates multiple viewpoints and insights from differing perspectives and requires a cooperative attitude and open dialogue that typically leads to consensus and commitment. This approach can result in a win-win situation.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 349*

# PMP Exam Simulator



## PMP Exam 2

Question 147 of 200

Question ID: 612148

You are creating a quality management plan. Some of the requirements were derived from the standards outlined in various government regulations.

What should you do to find an overview of the tests required to verify that those requirements have been met?

- A Review the requirements register
- B Read the requirements management plan
- C Conduct a review of the assumption log
- D Examine the requirements traceability matrix

✗ Question answered incorrectly

### Hint:

The correct answer is a grid that links product requirements from their origin to the deliverables that satisfy them.

### Correct Answer: D

### Explanation:

The question states that the quality management plan is being developed, indicating that the Plan Quality Management process is being performed. The requirements traceability matrix is included in the inputs to the Plan Quality Management process. The requirements traceability matrix links product requirements to deliverables and helps to ensure each requirement in the requirements documentation is tested. The matrix provides an overview of the tests needed to verify the requirements.

### Details for Each Option:

- A Review the requirements register  
*Incorrect. "Requirements register" is a made-up term.*
- B Read the requirements management plan  
*Incorrect. The requirements management plan provides an approach for identifying, analyzing, and managing the requirements that the quality management plan and quality metrics will reference. The requirements management plan is not a source for information on the required tests.*

- C** Conduct a review of the assumption log  
*Incorrect. The assumption log has all the assumptions and constraints regarding quality requirements and standard compliance but does not have an overview of the tests required to verify the requirements.*
- D** Examine the requirements traceability matrix  
*Correct. The requirements traceability matrix links product requirements to deliverables and helps to ensure each requirement in the requirements documentation is tested. The matrix provides an overview of the tests that should be performed to verify the requirements.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition*, Project Management Institute Inc., 2017, Page(s) 280



# PMP Exam Simulator



## PMP Exam 2

Question 148 of 200

Question ID: 612500

A project manager is leading a meeting with key stakeholders to update them on the progress of the project as well as address any questions or concerns of the stakeholders. In order to capture relevant information from the meeting, the project manager assigns a project team member to be the meeting scribe. The meeting is a success with enthusiastic participation among the stakeholders.

With the meeting concluded, what should be done with the meeting minutes?

- A Added to the meeting minutes register
- B Added to the communications management plan
- C Recorded in the lessons learned register
- D Documented in the organizational process assets

⊗ Question answered incorrectly

### Hint:

Where should meeting minutes be archived for future reference?

**Correct Answer: D**

### Explanation:

Organizational process assets updates are an output of the Manage Communications process described in the scenario. Organizational process assets may be updated with project records such as correspondence, memos, meeting minutes, project reports, presentations and other documents used on the project. The meeting minutes are considered an organizational process asset and could be archived for future reference. Typically, after the meeting, the meeting minutes are distributed to the meeting participants and other project stakeholders as specified in the communications management plan. Then the meeting minutes can be archived as part of the OPAs update. However, an option that describes both of these steps is not provided as one of the answer choices. Therefore, we have to select the answer that, among the choices given, best addresses the question asked. Among the choices provided, documenting the meeting minutes in the OPAs is the best answer to the question asked.

### Details for Each Option:

- A Added to the meeting minutes register  
*Incorrect. The 'meeting minutes register' is a term made-up for this question.*

**B** Added to the communications management plan

*Incorrect. The communications management plan establishes how, when, and by whom information about the project will be administered and disseminated. The communications management plan does not serve as an archive for meeting notes.*

**C** Recorded in the lessons learned register

*Incorrect. Lessons learned from the meeting may be captured in the lessons learned register for use later in the project. However, the question is not asking about where the knowledge gained from the meeting should be documented to improve the performance of the project. Rather, the question is simply asking about what should be done with the meeting minutes. Meeting minutes are considered project records and typically contain information that does not pertain to lessons learned. Recording the meeting minutes in the lessons learned register is unlikely to serve the purpose for which the lessons learned register was created.*

**D** Documented in the organizational process assets

*Correct. The meeting minutes are project records that are considered an organizational process asset (OPA) and could be archived for future reference. Ideally, the meeting minutes should be shared with the meeting participants and other stakeholders as necessary and then archived as part of the OPAs. However, this option is not provided. Therefore, of the choices given, updating the OPAs is the best answer to the question asked.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 388*

# PMP Exam Simulator



## PMP Exam 2

Question 149 of 200

Question ID: 613504

You are halfway through a project, and many variables have changed since its inception. At a recent status meeting with the project stakeholders, you realize that two important stakeholders were not identified during project initiation. You add the new stakeholders to the stakeholder register and want to ensure they are appropriately engaged in the project.

Which of the following is the least likely to be performed as a result of the actions you have taken?

- A Updating the project management plan
- B Issuing change requests
- C Updating enterprise environmental factors
- D Updating project documents

⊗ Question answered incorrectly

### Hint:

Which option is not an output of Manage Stakeholder Engagement?

**Correct Answer: C**

### Explanation:

While stakeholder identification is typically carried out during project initiation, stakeholders can be identified at any point throughout the project. When new stakeholders are identified, activities from the associated processes of the Project Stakeholder Management Knowledge Area should be repeated. Relevant information about the new stakeholders should be added to the stakeholder register. Other project documents, such as the change log, the issue log, and the lessons learned register might also require updates. Components of the project management plan, such as the stakeholder engagement plan and the communications management plan would also need an update with the new stakeholders' information. While updates to project documents do not typically require a change request, unless otherwise specified, project management plan updates require a change request. The addition of two new stakeholders is not likely to require the update of enterprise environmental factors. Since the question asks about the 'least' likely action to be performed as a result of adding two new stakeholders, updating enterprise environmental factors is the best answer to the question asked.

### Details for Each Option:

- A Updating the project management plan

*Incorrect. The identification of two new stakeholders would require an update to the project management plan. Components of the plan that may require an update are the communications management plan and the stakeholder engagement plan. The question asks which of these actions would 'not' occur. The project management plan would require an update; therefore, this choice is an incorrect answer.*

**B** Issuing change requests

*Incorrect. Any change to the project management plan goes through the change control process using a change request. Components of the project management plan, such as the communications management plan and the stakeholder engagement plan, will likely require an update when new stakeholders are identified and need to be engaged in the project. Since the question asks which answer choice does 'not' occur as a result of identifying new stakeholders, change requests is an incorrect answer.*

**C** Updating enterprise environmental factors

*Correct. Enterprise environmental factors updates refer to changes to the conditions not under the control of the project team that influence, constrain, or direct the project. In this case, the addition of the two new stakeholders to the stakeholder register would unlikely change any of the enterprise environmental factors and, therefore, would 'not' require updates. Consequently, among the choices provided, enterprise environmental factors is the best answer to the question asked.*

**D** Updating project documents

*Incorrect. When new stakeholders are identified, the stakeholder register has to be updated. Also, if key stakeholders were missed during project initiation as stated by the scenario, the project manager may want to investigate the reason for this omission and recommend how to avoid a similar situation from occurring going forward in the current project and future projects. It is a good practice to document the situation, and the recommendation in the lessons learned register. The stakeholder register and the lessons learned register are examples of project documents. Other project documents may also need to be updated as a result of your actions in the scenario. Therefore, project document updates is an incorrect answer.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Pages 528-529*

# PMP Exam Simulator



## PMP Exam 2

Question 150 of 200

Question ID: 612657

You are managing a medical research project, which requires the collection and freezing of blood samples. The stability of the blood samples depends on the freezer maintaining a constant temperature. You have decided to split the samples and place them in two separate freezers in case one of the freezers fails. You have also plugged both freezers into power outlets that will be supported by an emergency generator in case of a power outage.

Which risk response strategy have you applied?

- A Mitigate
- B Transfer
- C Escalate
- D Accept

⊗ Question answered incorrectly

### Hint:

You have taken action to reduce the probability of occurrence and impact of a threat.

**Correct Answer: A**

### Explanation:

Several strategies can be used in the Plan Risk Responses process as tools and techniques to deal with threats in projects. The five strategies that may be used are: escalate, avoid, transfer, mitigate, and accept. In this scenario, you have taken two different actions to deal with the risk of losing blood samples due to instability. The freezers have been plugged into emergency power receptacles that will keep them running in case of a power outage. Doing this will reduce the impact of a potential power outage. The samples are being split and placed into different freezers. This action reduces the probability of the blood samples being impacted by the failure of one of the freezers. Both of these actions are examples of risk mitigation.

### Details for Each Option:

- A Mitigate

*Correct. In risk mitigation, an action is taken to reduce the probability of occurrence and/or impact of a threat. In this scenario, you are reducing the impact of the threat of losing the frozen blood samples by plugging your freezers into the emergency power outlet. You have also designed redundancy into your process by splitting the samples and*

saving them into two separate freezers. Both actions are examples of risk mitigation.

**B** Transfer

*Incorrect. Transferring risk involves shifting ownership of a threat to a third party to manage the risk and to bear the impact if the threat occurs. Purchasing insurance or outsourcing work to a third party are examples of risk transfer. In this scenario, you have found ways to minimize the impact of the risk of losing your samples without transferring the risk to a third party.*

**C** Escalate

*Incorrect. Escalation of a risk is appropriate when the response to a risk would exceed the project manager's authority. Escalated risks are managed at the program level or portfolio level, but not at the project level. In this scenario, there is no information to suggest that the risk was escalated.*

**D** Accept

*Incorrect. Accepting a risk acknowledges the existence of a threat, but no proactive action is taken. In this scenario, you have implemented proactive measures to mitigate the risk of losing the blood samples due to instability. Therefore, accepting the risk is not the best answer choice.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 442-443*

# PMP Exam Simulator



## PMP Exam 2

Question 151 of 200

Question ID: 612277

You have just finalized the project management plan for your project. The plan is ready to be approved.

What should you do to obtain approval?

- A Nothing. The project management plan does not require formal approval.
- B Go ahead and use your own authority as the project manager to approve the project management plan.
- C Request the project sponsor to approve the project management plan.
- D Present the project management plan to relevant stakeholders according to applicable policies and procedures.

✘ Question answered incorrectly

### Hint:

The answer can be found in the planning domain of the Project Management Professional (PMP)® Examination Content Outline.

### Correct Answer: D

### Explanation:

The Project Management Professional (PMP)® Examination Content Outline contains a list of tasks for each domain, with which PMP aspirants are expected to be familiar. Task #11 of the planning domain states, "Present the project management plan to the relevant stakeholders according to applicable policies and procedures in order to obtain approval to proceed with project execution." Therefore, of the available choices, a presentation to relevant stakeholders according to applicable policies and procedures to obtain approval is the best answer to the question asked.

### Details for Each Option:

- A Nothing. The project management plan does not require formal approval.  
*Incorrect. The project management plan requires approval by the relevant stakeholders before execution can begin.*
- B Go ahead and use your own authority as the project manager to approve the project management plan.  
*Incorrect. The project management plan should be approved by the relevant stakeholders. The project manager does not typically have the authority to approve the project management plan.*

- C** Request the project sponsor to approve the project management plan.  
*Incorrect. The project sponsor will likely be involved in the approval of the project management plan. However, in addition to the project sponsor, all relevant stakeholders should approve the project management plan. Therefore, this is not the best answer of the available options.*
- D** Present the project management plan to relevant stakeholders according to applicable policies and procedures.  
*Correct. Task #11 of the planning domain of the Project Management Professional (PMP)® Examination Content Outline states, "Present the project management plan to the relevant stakeholders according to applicable policies and procedures in order to obtain approval to proceed with project execution."*

**Reference:**

Project Management Professional (PMP)® Examination Content Outline, Project Management Institute Inc., June 2015, Domain II, Task 11



# PMP Exam Simulator



## PMP Exam 2

Question 152 of 200

Question ID: 610047

A project manager is leading an agile research and development project. The project team is using a diagram, which breaks down the causes of an identified problem into discrete branches to determine the main cause of the problem.

Which diagram might the project team be using in this situation?

- A Pareto diagram
- B Matrix diagram
- C Tornado diagram
- D Why-why diagram

✘ Question answered incorrectly

### Hint:

Which answer choice represents a cause-and-effect diagram?

**Correct Answer: D**

### Explanation:

Cause-and-effect diagrams are also known as fishbone diagrams, why-why diagrams, or Ishikawa diagrams. This type of diagram breaks down the causes of the problem statement identified into discrete branches, helping to identify the main or root cause of the problem. Of the available choices, only the why-why diagram breaks down the causes of an identified problem into discrete branches.

### Details for Each Option:

- A Pareto diagram

*Incorrect. A Pareto diagram is a type of histogram which shows how many results were generated by each identified cause. While a Pareto diagram displays the causes of the problems, it does not break the causes down into discrete branches.*

- B Matrix diagram

*Incorrect. A matrix diagram is a quality management and control tool used to perform data analysis within the organizational structure created in the matrix. Matrix diagrams are not used to identify the cause of a problem.*

**C** Tornado diagram

*Incorrect. Tornado diagram is a special type of bar chart used in sensitivity analysis for comparing the relative importance of the variables. Tornado diagrams have nothing to do with the cause-and-effect diagrams described in the scenario.*

**D** Why-why diagram

*Correct. Cause-and-effect diagrams are also known as fishbone diagrams, why-why diagrams, or Ishikawa diagrams. This type of diagram breaks down the causes of the problem statement identified into discrete branches, helping to identify the main or root cause of the problem.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 293*

# PMP Exam Simulator



## PMP Exam 2

Question 153 of 200

Question ID: 612923

On a project that you are managing, you have solicited bids from professional design firms and selected the vendor that met all of the source selection criteria. However, during the project, you faced some significant challenges with the selected vendor. The project is now in closure, and you want to document and communicate overall project performance.

What should you do?

- A Prepare the final report and share it with the stakeholders
- B Document lessons learned in the lessons learned repository
- C Evaluate the satisfaction of the project stakeholders
- D Collect, index, and file procurement documentation

⊗ Question answered incorrectly

### Hint:

How is project performance documented when a project is closed?

**Correct Answer: A**

### Explanation:

According to the scenario, the project is in the Close Project or Phase process. The final report is an output from this process and can include information such as scope objectives, quality objectives, cost objectives, schedule objectives, and the degree to which these goals were met. In other words, the final report provides a summary of the overall project performance. Therefore, preparing the final report and sharing it with the stakeholders best addresses the question asked that calls you to document and communicate overall project performance.

Note, much of the information in the scenario is concerned with the selection of a professional design firm and the fact there were challenges with the selected vendor. This information might have led you to choose the answer "Collect, index, and file procurement documentation." Such extraneous details may lead you astray unless you carefully read the question to determine what is actually being asked.

### Details for Each Option:

- A Prepare the final report and share it with the stakeholders

*Correct. The final project report provides a summary of the project performance. It can include information such as scope objectives, quality objectives, cost objectives, schedule objectives, and the degree to which these goals were met. Therefore, preparing the final report and sharing it with the stakeholders would allow you to document and communicate overall project performance as asked by the question.*

**B** Document lessons learned in the lessons learned repository

*Incorrect. Collating lessons learned that were documented throughout the project and transferring them to the lessons learned repository is an activity performed during the Close Project or Phase process. However, lessons learned do not typically capture overall project performance, nor they communicate the project performance.*

**C** Evaluate the satisfaction of the project stakeholders

*Incorrect. Evaluating stakeholders' satisfaction with the project is one of the activities necessary during the Close Project or Phase process. However, the question is asking you, as the project manager, to document and communicate overall project performance, which is accomplished through the preparation and sharing of the final report.*

**D** Collect, index, and file procurement documentation

*Incorrect. All procurement documentation is collected, indexed, and filed when a contract is closed. This information can be used as a basis for evaluating contractors for future use. However, the scenario is not asking about closing a contract, but about the process of communicating the overall project performance. Don't allow extraneous information like the mention of the contracting with a design firm in this scenario lead you astray. The question asked has nothing to do with procurement.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 127*

# PMP Exam Simulator



## PMP Exam 2

Question 154 of 200

Question ID: 613799

The final product has been accepted by the customer. Using the customer acceptance documentation from the Validate Scope process, the project manager ensures all the project requirements have been met and begins work on documenting the formal transfer of the completed product to the operations group and completion of the project.

This information will become part of which of the following?

- A Enterprise environmental factors
- B Organizational process assets
- C Quality reports
- D Project register

⊗ Question answered incorrectly

### Hint:

The project manager is preparing closure documents which are updates to which part of project documentation?

**Correct Answer: B**

### Explanation:

Upon completion of a project, the project manager ensures all project requirements are completed and then begins finalizing the closure of the project. Formal documentation that indicates completion of the project and transfer of the product to others, such as the operations department, is part of project closure documents. Organizational process assets include project closure documentation.

### Details for Each Option:

- A Enterprise environmental factors

*Incorrect. Enterprise environmental factors are existing systems over which a project manager has no control. In this scenario, the project manager is working on the project closure documents which are obviously under his control, making enterprise environmental factors an incorrect answer.*

- B Organizational process assets

*Correct. Organizational process assets are processes, procedures, policies and knowledge bases that are used by the performing organization. Upon completion of a project, the formal closure documents become part of the organizational process assets. Therefore, this is the correct answer.*

**C**     Quality reports

*Incorrect. A quality report is a project document that may record quality management issues escalated by the team; recommendations for process, project, and product improvements, etc. However, this report does not include information about the formal transfer of the completed product to the operations group and completion of the project.*

**D**     Project register

*Incorrect. 'Project register' is a made-up term.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 128*

# PMP Exam Simulator



## PMP Exam 2

Question 155 of 200

Question ID: 612290

A project manager has been requested to assist the sponsor with the development of the project charter.

What would be the most appropriate next step for the project manager?

- A Develop the project management plan
- B Assess external and internal influences that may impact project strategy
- C Wait for the project charter to be completed and approved
- D Conduct a business impact analysis

✗ Question answered incorrectly

### Hint:

The project manager has to consider enterprise environmental factors and organizational process assets in order to propose an implementation strategy.

**Correct Answer: B**

### Explanation:

It is the project manager's duty to understand any factors that may have a favorable or unfavorable effect on project implementation. The question is vague to whether it is the project sponsor or the project manager who eventually develops the project charter. The question states that the project manager has been requested to assist the project sponsor with the development of the project charter. Whatever the situation is, of the choices provided, it makes the most sense for the project manager to assess external and internal influences, or in other words, assess the impact of the enterprise environmental factors (EEFs) and organizational process assets (OPAs) on the project implementation making this choice the best answer to the question asked.

### Details for Each Option:

- A Develop the project management plan  
*Incorrect. Since the project charter has not been developed or approved, it would be premature for the project manager to begin to develop the project management plan.*
- B Assess external and internal influences that may impact project strategy

*Correct. External and internal influences include enterprise environmental factors (EEFs) and organizational process assets (OPAs). Both EEFs and OPAs are inputs to the Develop Project Charter process. Even though the question indicates that the project charter is being developed by the sponsor, as the assigned project manager, it would be shrewd and the most appropriate action, of the answer choices provided, for the project manager to assess environmental conditions and company assets that would guide his implementation strategy to deliver the project successfully.*

- C** Wait for the project charter to be completed and approved

*Incorrect. Project managers have to be proactive to increase the chances of project success. The fact that the project manager has already been assigned as the project manager provides the impetus for the project manager to prepare for the project, such as assessing external and internal influences without waiting for the project charter to be completed and approved.*

- D** Conduct a business impact analysis

*Incorrect. In a business impact analysis, the net quantifiable benefit derived from a business endeavor is analyzed. The business impact analysis would have taken place when the company considered bidding for the work. Therefore, this choice can be eliminated.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 78-79, 59, 37*



# PMP Exam Simulator



## PMP Exam 2

Question 156 of 200

Question ID: 612101

You have been hired by a start-up company that is about to undertake its first software development project. You are in the process to determine what resources will be required to carry out the project work.

What tools or techniques would be most useful for you to complete this process?

- A Resource leveling
- B Resource histogram
- C Analogous estimating
- D Bottom-up estimating

✗ Question answered incorrectly

### Hint:

What estimating technique is most appropriate in this situation?

**Correct Answer: D**

### Explanation:

The question implies that the Estimate Activity Resources process is being carried out. Bottom-up estimating is one of the tools and techniques that may be used during this process. Bottom-up estimating is a technique in which team and physical resources are estimated at the activity level and then aggregated to develop the estimates for work packages, control accounts, and summary project levels. Of the available options, bottom-up estimating is the best tool or technique to use in the situation described by the question.

### Details for Each Option:

- A Resource leveling

*Incorrect. Resource leveling is a resource optimization technique in which adjustments are made to the project schedule to optimize the allocation of resources. The question indicates you are planning the resources, not the schedule.*

- B Resource histogram

*Incorrect. A resource histogram is a bar chart showing the amount of time that a resource is scheduled to work over a series of time periods. According to the scenario, you are carrying out the Estimate Activity Resources process, not one of the scheduling processes.*

**C** Analogous estimating

*Incorrect. Analogous estimating uses information regarding resources from a previous similar project as the basis for estimating a future project. The question states that this is the company's first software development project, and therefore, will not have a past project to use as the basis for making estimates for the current project.*

**D** Bottom-up estimating

*Correct. Bottom-up estimating is a technique in which team and physical resources are estimated at the activity level and then aggregated to develop the estimates for work packages, control accounts, and summary project levels.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 324*

# PMP Exam Simulator



## PMP Exam 2

Question 157 of 200

Question ID: 612042

A project to renovate a city park affects the residents of the neighboring condominium complex. A website is being used to keep the residents informed of the progress of the renovation.

Which communication method is being used in this scenario to share information with the residents?

- A Push communication
- B Pull communication
- C Interactive communication
- D A communication model

✗ Question answered incorrectly

### Hint:

A website allows a stakeholder to access the information at their discretion.

### Correct Answer: B

### Explanation:

Several communication methods can be used to share information among project stakeholders. The methods are broadly classified as interactive, pull, and push communication. The number and type of stakeholders determine the best approach to use to communicate project information. Pull communication is typically used for large audiences and requires the recipients to access the content at their discretion. In the scenario, a website is used to provide information to a large group of residents who may be interested in the project's progress. A website is an example of a pull communication method. Therefore, of the choices provided, pull communication is the method used in this scenario.

### Details for Each Option:

#### A Push communication

*Incorrect. Push communications are sent directly to specific recipients who need to receive the information. Examples of push communications are letters, email, or faxes. In the scenario, a website is being used to communicate project progress. The information on the website is available for the residents to view but is not sent directly to each resident. Therefore, push communication is not the correct answer.*

#### B Pull communication

*Correct. Pull communications allow stakeholders to access information at their discretion. Examples of pull communication are web portals, intranet sites, and knowledge repositories. The residents in the scenario will be able to access the information about the park renovation progress via a website (a web portal). Therefore, pull communication is the method being used in this scenario.*

**C** Interactive communication

*Incorrect. Interactive communication is an exchange of information between two or more people in real time. Examples of interactive communication are meetings, phone calls, and instant messaging. The communication in the scenario is not conducted in real time. Therefore, interactive communication is not the method being used in the scenario described.*

**D** A communication model

*Incorrect. Communication models illustrate the basic communication process of sender, message, and receiver to ensure communication is effective. The question is asking to select an answer choice which describes a communication method used in the scenario, not a communication model.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 374*

# PMP Exam Simulator



## PMP Exam 2

Question 158 of 200

Question ID: 650103

You are leading a project to design a new and innovative system based on newly developed technology. In past projects, using a traditional waterfall project management approach, you have encountered issues with scope creep. However, given the nature of the current project, you have decided to use an agile approach.

As it relates to project scope, how will this project differ from your past projects?

- A The project scope will evolve during the project
- B During initial project planning, a more detailed work breakdown structure will be created
- C Scope creep will be avoided with a strict change management system
- D The project scope will be better understood at the beginning of the project

✗ Question answered incorrectly

### Hint:

An agile framework is more likely to be used when the requirements are not well understood at the beginning of the project.

**Correct Answer: A**

### Explanation:

When a traditional waterfall project management approach is utilized, the project scope is well-defined during initial project planning, and a detailed work breakdown structure (WBS) is developed. A traditional project management approach is effective when the requirements are well understood at the start of the project. However, this situation is not always the case with all projects. In projects with evolving requirements, high risk, or significant uncertainty, the scope is often not understood at the beginning of the project. Agile methods deliberately spend less time trying to define and agree on the scope in the early stage of the project and spend more time establishing the process for its ongoing discovery and refinement. As a result, the project scope evolves throughout the project as the scope is defined and redefined. Therefore, with agile, the project scope will evolve during the project as compared to a traditional project management approach where the project scope is defined upfront.

### Details for Each Option:

- A The project scope will evolve during the project

*Correct. An agile framework may be chosen over a traditional waterfall project management approach when the project scope is not well-understood upfront. Rather the project scope will evolve during the course of the project as it is defined and redefined.*

- B** During initial project planning, a more detailed work breakdown structure will be created

*Incorrect. Scope and requirements for agile projects are typically not well-understood upfront. Rather, the project scope is defined and redefined throughout the project. Thus, an agile project will not have a detailed work breakdown structure (WBS) created during initial project planning.*

- C** Scope creep will be avoided with a strict change management system

*Incorrect. Unlike in traditional project management, with an agile project, change is welcomed rather than avoided and controlled. Projects where the project scope is not well understood at the start of the project typically utilize an agile framework where the project scope evolves throughout the project. A strict change management system would be detrimental to an agile project and contrary to agile best practices.*

- D** The project scope will be better understood at the beginning of the project

*Incorrect. When using an agile framework, the project scope is typically not well understood at the beginning of the project. Rather the project scope is defined and redefined throughout the project.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 133*

# PMP Exam Simulator



## PMP Exam 2

Question 159 of 200

Question ID: 612005

You are managing a project that is nearing its end and planning to settle all pending claims with the vendors. In one case, you are not satisfied with the delivery of their final product. All conversations with the vendor have ended in an impasse.

What should you do in this situation?

- A Pay the vendor as some products were delivered
- B Take the vendor to court
- C Discontinue further meetings with the vendor and hold back payment
- D Identify some form of alternative dispute resolution

✗ Question answered incorrectly

### Hint:

The project manager should try to resolve the dispute outside the courtroom.

### Correct Answer: D

### Explanation:

Contested charges where the buyer and seller cannot reach an agreement are called claims. The contract usually has terms to handle claims administration. If the parties cannot resolve the claim, it should be handled by alternative dispute resolution (ADR), typically following procedures established in the contract. There are two types of ADR, arbitration and mediation. Direct negotiation between the parties is the preferred method. Litigation in the courts is the last option that a project manager should choose. Based on the scenario described, the project manager has negotiated directly with the seller. However, all conversations have ended in an impasse. In this situation, the next step for the project manager to take is to identify some form of alternative dispute resolution.

### Details for Each Option:

- A Pay the vendor as some products were delivered  
*Incorrect. If there are charges for which the buyer and seller cannot agree, they become claims. In the scenario described, you are disputing the cost for the final product they provided you, making it a claim. Typically, the vendor would be invoicing you regularly as products were produced. The vendor would have been compensated for the other products leaving only the payment of the final product unpaid. Since you are contesting the final product and previous invoices were most likely paid, this is not the best answer.*

**B** Take the vendor to court

*Incorrect. A claim is a contested charge on which the buyer and seller cannot agree. If the parties cannot resolve a claim themselves, the preferred method of resolution is through alternative dispute resolution. Using litigation and taking a vendor to court is the last choice for settling any claims.*

**C** Discontinue further meetings with the vendor and hold back payment

*Incorrect. There is a contract in place between you and the vendor. Avoiding meetings or lack of contact is not going to end the contract. You need to try to resolve the area of disagreement, or claim, which cannot happen if you have no further contact with the vendor.*

**D** Identify some form of alternative dispute resolution

*Correct. Contested charges on which a buyer and seller cannot agree are called claims. According to the scenario, you have tried to reach out to the vendor to no avail. When parties cannot reach an agreement on a resolution of a claim, it should be handled by alternative dispute resolutions.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 498*



# PMP Exam Simulator



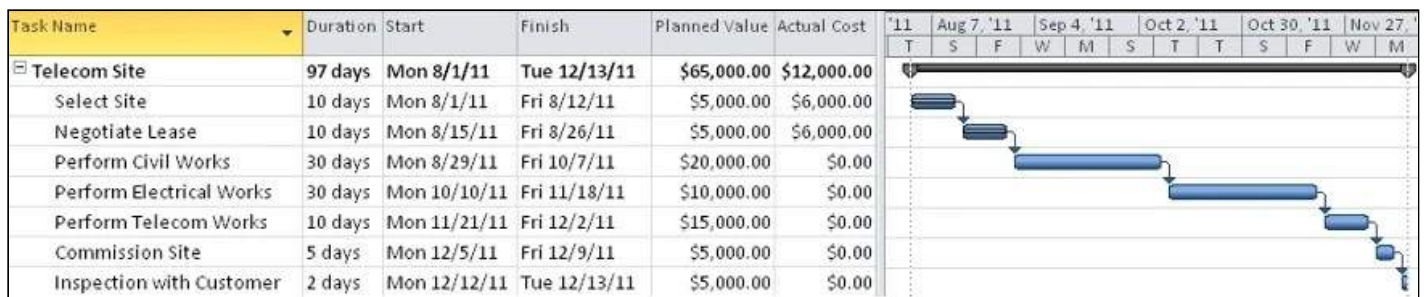
## PMP Exam 2

Question 160 of 200

Question ID: 625135

The following Gantt chart displays the current schedule status for a construction project. At this point in the project, the first two activities, Select Site and Negotiate Lease, should have been completed along with 50% of the work associated with the third activity, Perform Civil Works. However, only the first two activities have been completed, and no work has been done on the third activity. The method used to determine the earned value is based on percent complete.

What is the project's current SPI and what does this mean for the project?



- A The project is currently behind schedule with an SPI of 0.5
- B The project is currently behind schedule with an SPI of 2.0
- C The project is on schedule with an SPI of 1.0 due to the fast-tracking of activities
- D The project is currently behind schedule with an SPI of -\$10,000

⊗ Question answered incorrectly

### Hint:

The schedule performance index (SPI) is the earned value (EV) divided by planned value (PV).

**Correct Answer: A**

### Explanation:

The schedule performance index (SPI) is equal to the earned value (EV) divided by planned value (PV). The current EV is the sum of the earned values for every activity that either has been completed or is in progress. As only the first two activities have been completed, the project's current earned value is \$10,000. However, according to the plan, the third activity should also have been 50% complete. Note, since the scenario mentions that the method used to determine the earned value is based on percent complete, the earned value of a partially completed work package is calculated by multiplying the planned value of the work package by its the percent complete. Therefore, the total current planned value is  $(\$5000 * 100\%) + (\$5000 * 100\%) + (\$20,000 * 50\%) = \$20,000$ . Therefore, the  $SPI = EV / PV = \$10,000 / \$20,000 = 0.5$ .

0.5. Since the SPI of 0.5 is less than 1.0, the project is currently behind schedule. Note that the information regarding the fast-tracking of activities later in the project is not relevant in calculating the current SPI. Therefore, an SPI of 0.5 with the project currently behind schedule is the best answer to the question asked.

**Details for Each Option:**

- A** The project is currently behind schedule with an SPI of 0.5

*Correct. The schedule performance index (SPI) is the earned value (EV) divided by planned value (PV).  $SPI = \$10,000 / \$20,000 = 0.5$ . With the SPI below 1.0, the project is currently behind schedule.*

- B** The project is currently behind schedule with an SPI of 2.0

*Incorrect. This answer choice represents a miscalculation. The schedule performance index (SPI) is the earned value (EV) divided by planned value (PV). If the EV and PV are transposed in the formula, the result is 2.0.*

- C** The project is on schedule with an SPI of 1.0 due to the fast-tracking of activities

*Incorrect. A schedule performance index of 1.0 would indicate that the project is on schedule. However, even though the project manager is confident fast-tracking can bring the schedule back into alignment with the plan, this action will not occur until later in the project. Currently, the project is behind schedule with the SPI of 0.5.*

- D** The project is currently behind schedule with an SPI of -\$10,000

*Incorrect. The schedule performance index (SPI) is the earned value (EV) divided by planned value (PV). The schedule variance (SV) is the earned value (EV) less the planned value (PV). If the formula for SV is used instead of SPI, the result is -\$10,000.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 263*

*Practice Standard for Earned Value Management - Second Edition, Project Management Institute Inc., 2011, Page(s) 38-39*

# PMP Exam Simulator



## PMP Exam 2

Question 161 of 200

Question ID: 612341

A project manager is having difficulty getting project team members to meet their weekly performance targets. The project manager has provided team training and team-building activities, but so far these and other efforts have been unsuccessful. The project manager would like to use a reward system to incentivize team members to meet their performance goals.

Which of the following strategies would be best?

- A Give all team members a raise to help motivate them
- B Give rewards to team members who meet their performance goals at the end of the project
- C Hold a contest where team members can compete for prizes
- D Consult the resource management plan

⊗ Question answered incorrectly

### Hint:

The plan for recognizing and rewarding people is developed during the Plan Resource Management process.

**Correct Answer: D**

### Explanation:

Recognition and reward systems are determined during the Plan Resource Management process. While managing the project team, the project manager makes reward decisions and implements them as part of the team development process. Unless the need arises to change the recognition plan, a project manager should adhere to the project plan. Since the work of creating a recognition and reward system should have already been done, the project manager's best approach would be to consult the resource management plan.

### Details for Each Option:

- A Give all team members a raise to help motivate them  
*Incorrect. Aside from being unrealistic in some cases, this approach is unlikely to be effective since the reward is not tied to a specific behavior. A better strategy is to give rewards and recognition to employees who demonstrate the desirable behavior.*
- B Give rewards to team members who meet their performance goals at the end of the project

*Incorrect. Although this could be a good strategy, a better strategy for project managers is to give the team recognition throughout the life cycle of the project rather than waiting until the project is completed.*

- C** Hold a contest where team members can compete for prizes

*Incorrect. Contests often focus on win-lose rewards, where one team member wins and others do not. This can adversely affect team morale and group cohesion. A better strategy is to focus on win-win rewards that promote team building and reward or recognize desirable behaviors.*

- D** Consult the resource management plan

*Correct. The project manager should first consult the resource management plan, since there may already be a plan or strategy in place for the project manager to follow. One of the components of the resource management plan is the recognition plan, which describes which recognition and rewards will be given to team members and when they will be given.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 319, 341-342*

# PMP Exam Simulator



## PMP Exam 2

Question 162 of 200

Question ID: 610031

To comply with the customer's contract, the project must use a certified agile practitioner to lead and coach the project team. However, the only certified agile practitioner employed by the company was just assigned to another project. The project manager must now hire an independent contractor to serve as the agile coach, which delays the start of project execution.

Which of the following may have helped to avoid the delay in executing the project?

- A Using different verbiage in the resource management plan to remove the requirement for an agile coach
- B Documenting the potential unavailability of the agile coach in the project assumption log
- C Securing the internal agile certified practitioner with a pre-assignment when this requirement was first identified.
- D Assigning a different team member from the company to serve as the agile coach

✗ Question answered incorrectly

### Hint:

What action would best ensure the required internal resource is available for the project during or before the initiation stage?

**Correct Answer: C**

### Explanation:

The question suggests that the project manager is performing the Acquire Resources process. Pre-assignment is one of the tools and techniques that may be used in this process. When physical or team resources for a project are determined in advance, they are considered pre-assigned. This situation can occur if the project is the result of specific resources being identified as part of a competitive proposal or if the project is dependent upon the expertise of a particular person. Had the qualified agile coach employed by the company been pre-assigned, the resource may have been available for the other project and the situation described by the question may have been avoided.

### Details for Each Option:

- A Using different verbiage in the resource management plan to remove the requirement for an agile coach

*Incorrect. The resource management plan reflects the contractual requirements, in this case, the use of a qualified agile coach. Changing the verbiage of the resource management plan does not change the contractual obligation and is not an ethical approach.*

- B** Documenting the potential unavailability of the agile coach in the project assumption log

*Incorrect. An assumption log is a project document used to record all assumptions and constraints throughout the project life cycle. While documenting the potential unavailability of the agile coach in the project assumption log would have ensured that the project stakeholders are aware of the situation, this action alone would not have avoided the situation from occurring in the first place.*

- C** Securing the internal agile certified practitioner with a pre-assignment when this requirement was first identified.

*Correct. When physical or team resources for a project are determined in advance, they are considered pre-assigned. Since the need for an agile certified practitioner would have been identified during the initiation of the project, the internal agile certified practitioner could have been pre-assigned to meet this requirement in the contract.*

- D** Assigning a different team member from the company to serve as the agile coach

*Incorrect. The question states that the company only employs one individual with the required skillset to serve as the agile coach, and that resource is not available. Therefore, allowing another employee without the contractually required skillset to serve as the agile coach is not a viable option.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 333*

# PMP Exam Simulator



## PMP Exam 2

Question 163 of 200

Question ID: 612677

A change control board (CCB) has been established for the project you are leading. During project execution, the client contacts you to request a change to a project deliverable which can be accommodated with existing project resources and will not increase cost.

What should you do next?

- A** Ask the project sponsor to approve the implementation of the change
- B** Request the change control board (CCB) to approve the change
- C** Submit the change request and evaluate it against other project constraints
- D** Implement the change as requested by the customer

⊗ **Question answered incorrectly**

### Hint:

Which baselines might be impacted by implementing the requested change?

**Correct Answer: C**

### Explanation:

The question states that a change has been requested which will not affect the required resources or project costs. However, these are not the only project constraints which must first be evaluated when a change is requested. Change requests that have an impact on the project baselines should normally include information about the cost of implementing the change, modifications in the scheduled dates, resource requirements, and risks. Even though the question indicates that cost and resource requirements will not be affected by implementing the change request, the request should still be documented and evaluated against all of the other project constraints. For example, implementing the change may delay the project and impact the schedule baseline. The full impact of implementing a change request must be fully understood before the CCB can render an informed decision. Therefore, of the available choices, the project manager should next evaluate the change request against other project constraints.

### Details for Each Option:

- A** Ask the project sponsor to approve the implementation of the change

*Incorrect. The question states that a change control board (CCB) has been authorized for the project. The project sponsor may or may not be a member of the CCB. Even if the project sponsor is a member of the CCB, the entire board must approve the change and not just the project sponsor. Additionally, there is another activity which should be performed before the change request is submitted for approval.*

- B** Request the change control board (CCB) to approve the change

*Incorrect. Although the CCB has been authorized to approve change requests in this scenario, the change request should be evaluated against all other project constraints first. The full impact of the change must be understood before the CCB can render a decision.*

- C** Submit the change request and evaluate it against other project constraints

*Correct. Change requests that have an impact on the project baselines should normally include information about the cost of implementing the change, modifications in the scheduled dates, resource requirements, and risks. Even though the question indicates that cost and resource requirements will not be affected by implementing the change request, the request should still be submitted and evaluated against all of the other project constraints.*

- D** Implement the change as requested by the customer

*Incorrect. Changes should first be documented (by filling out a formal change request form), then evaluated for their impact on all project constraints, and, finally, submitted to the CCB for approval. Only approved changes can be implemented.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 117*



# PMP Exam Simulator



## PMP Exam 2

Question 164 of 200

Question ID: 613800

The project you are managing has launched its product, and you have begun working through the administrative closure of the project. Many risks were identified throughout the project, and you want to ensure that now, as you are closing the project, there are no open risks and that the overall project risk is within the defined level.

What is the best document to review for this information?

- A The risk report
- B The risk management plan
- C The issue log
- D The risk repository

⊗ Question answered incorrectly

### Hint:

Which of these documents summarizes information on individual project risks?

**Correct Answer: A**

### Explanation:

The risk report contains information on sources of overall project risk as well as summary information on identified individual project risks. Before a project or a phase can be closed, the risk report should be reviewed to ensure that there are no open risks. Therefore, the risk report is the best answer to the question asked.

We are frequently asked what if the risk register were one of the answer choices. Could it be a correct answer? A risk register could have been a plausible answer choice. However, as far as the exam is concerned, we have to keep in mind that there could be virtually an endless number of various combinations of the scenarios and answer choices. It's impossible (and frankly not recommended) to try to hypothetically analyze all of them. Each question should be analyzed in its context. A single word in the scenario or an answer choice can lead to a totally different answer. The idea is always to select the best choice of those provided even if that choice does not look like a perfect/ideal answer to you, or if the answer you would prefer to see among the options given is not presented. Under the circumstances described in this particular scenario and with the given set of these particular answer choices, the risk report is the best answer to the question asked. Additionally, the overall project risk is specified in the risk report, not the risk register.

**Details for Each Option:**

**A** The risk report

*Correct. The risk report is updated with the current status of project risks throughout the project making it the best document to review for open risks.*

**B** The risk management plan

*Incorrect. The risk management plan describes how risk management activities will be structured and performed. It does not contain information on specific risks.*

**C** The issue log

*Incorrect. The issue log is a project document where information about issues that occur during the project are recorded and monitored. The issue log does not contain identified risks.*

**D** The risk repository

*Incorrect. The 'risk repository' is a term that has been made up for this question. This term may be applicable outside of the PMBOK® Guide, however, it is not associated with the Project Risk Management Knowledge Area referred to in this particular question.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 125, 458*

# PMP Exam Simulator



## PMP Exam 2

Question 165 of 200

Question ID: 612196

You are managing a construction project with several contractors involved and want to finalize dates for painters to come on site. You do not recall the planned finish date for the drywall installation, which will need to be completed before painting work can begin.

Where do you find the dates when the drywall contractor is planned to start and complete their activities?

- A Terms of reference
- B Resource breakdown structure
- C Project schedule
- D Requirements traceability matrix

✘ Question answered incorrectly

### Hint:

What is the best source of information on the planned start and finish dates of project activities?

**Correct Answer: C**

### Explanation:

The project schedule is one of the inputs to the Conduct Procurements process. The project schedule identifies the start and end dates of project activities, including procurement activities. It also defines when contractor deliverables are due. Of the available choices, only the project schedule provides both the planned start and finish dates of project activities, for example, drywall installation and walls painting.

### Details for Each Option:

**A** Terms of reference

*Incorrect. Terms of reference (TOR) is the phrase that sometimes used when contracting for services. TOR may include elements, such as tasks of the contractor, standards the contractor will have to adhere to, list of services to be provided, etc. The definition of the schedule for initial submission can be included in the TOR. However, the final dates are specified in the project schedule, not in TOR.*

**B** Resource breakdown structure

*Incorrect. The resource breakdown structure is a project document that hierarchically represents resources by their category and type. The resource breakdown structure may include details such as labor, material, equipment, supplies, skill level, required certifications, etc. However, this project document does not specify the dates a resource (either human or physical) would be applied to a project activity.*

**C** Project schedule

*Correct. The project schedule identifies the start and end dates of project activities, including procurement activities. It also defines when contractor deliverables are due.*

**D** Requirements traceability matrix

*Incorrect. The requirements traceability matrix is a grid that links product requirements from their origin to the deliverables that satisfy them. However, the requirements traceability matrix is not a source for vendor start and finish dates.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 484, 478*

# PMP Exam Simulator



## PMP Exam 2

Question 166 of 200

Question ID: 613005

To create a schedule model for project execution and monitoring and controlling, you analyze activity sequences, durations, resource requirements, and schedule constraints.

What would be the most likely outcome of the process you are performing?

- A Schedule management plan
- B Monte Carlo probability distribution
- C Detailed Gantt bar chart
- D Schedule forecasts

✘ Question answered incorrectly

### Hint:

Remember, you are looking for a sequence of activities, in enough detail for your project team to manage execution.

**Correct Answer: C**

### Explanation:

Analyzing activity sequences, durations, resource requirements, and schedule constraints to create a schedule model for project execution and monitoring and controlling is the definition of the Develop Schedule process. A project schedule is one of the outputs of this process. The project schedule can be presented in various formats. Bar charts are one example of a project schedule. Bar charts are also known as Gantt charts. Henry Gantt invented a bar chart of schedule information, listing activities on the vertical axis, showing dates on the horizontal axis, and activity durations as horizontal bars placed according to start and finish dates. Depending on project needs, additional details may be included in the Gantt bar chart. Some project management information systems may automatically link to the work product detail required for each activity on the Gantt chart.

### Details for Each Option:

- A Schedule management plan

*Incorrect. The schedule management plan is a component of the project management plan that establishes the criteria and the activities for developing, monitoring, and controlling the schedule. This plan is the main output of the Plan Schedule Management process while, according to the scenario, you are carrying out the Develop Schedule process.*

**B** Monte Carlo probability distribution

*Incorrect. A Monte Carlo simulation is an example of data analysis techniques that can be used as part of the Develop Schedule process implied by the scenario. The simulation helps in calculating the probability of achieving a certain target date. The question is asking about an outcome (i.e., output) of the process, not its tool or technique.*

**C** Detailed Gantt bar chart

*Correct. The Gantt chart is a schedule bar chart that shows the project activities on the vertical axis, the dates on the horizontal axis, the activity durations as horizontal bars placed according to start and finish dates, and arrows showing the dependencies between each activity.*

**D** Schedule forecasts

*Incorrect. Schedule forecasts are estimates or predictions of conditions and events in the project's future based on information and knowledge available at the time the schedule is calculated. Schedule forecasts are an output of the Control Schedule process, while the scenario infers you are performing the Develop Schedule process.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 217*

# PMP Exam Simulator



## PMP Exam 2

Question 167 of 200

Question ID: 612695

You are leading a large and complex project, which requires various vendors and suppliers to provide project deliverables. One of your vendors contacts you and states that they have just completed their contracted work and would like to know when they will receive final payment.

How might you respond to the vendor's question?

- A Once we have verified that you are on our prequalified seller list
- B After we provide you with formal written notice that the contract has been completed
- C After we have approved all of your deliverables
- D When we perform project closure, we will release final vendor payments

⊗ Question answered incorrectly

### Hint:

Final payment should be made as part of procurement closure during the Control Procurements process.

**Correct Answer: C**

### Explanation:

The project management team should have approved all of the deliverables before final payment is made and the procurement is closed out. Although the approval status is not known from the description provided by the question, the fact that the work was "just completed" suggests that the approvals remain to be provided. Therefore, telling the vendor that the approval of the deliverables must be completed prior to the final payment represents an appropriate and most likely response to the vendor's question. The incorrect answer choices represent actions that either should occur after final payment has been made or are not required. Of the available choices, advising the vendor that final payment will be made after the deliverables have been approved is the only appropriate response to the question asked by the vendor.

### Details for Each Option:

- A Once we have verified that you are on our prequalified seller list  
*Incorrect. Prequalified seller lists are lists of potential sellers who are previously qualified (approved). A vendor might be removed from the prequalified seller list as part of the Control Procurements process. However, a vendor does not have to be on the prequalified seller list to be compensated for work that was performed according to the*

agreement. There might be other reasons to withhold final payment, but not being considered a prequalified seller is not among them.

**B** After we provide you with formal written notice that the contract has been completed

*Incorrect. The buyer provides the seller with formal written notice that the contract has been completed as part of procurement closure. However, the final payment should be a contractual requirement, and the contract is not complete until the final payment has been made. Therefore, formal written notice that the contract has been completed would occur after, not before, the final payment.*

**C** After we have approved all of your deliverables

*Correct. The project management team should have approved all of the deliverables before final payment is made and the procurement is closed out. Therefore, this answer choice represents an appropriate and likely response to the vendor's question.*

**D** When we perform project closure, we will release final vendor payments

*Incorrect. Final payments should be made as part of procurement closure and not project closure. A vendor could complete their contractual obligations long before the buyer's project is complete. The terms and conditions of the contract are not likely to specify payment being due at the buyer's project closure.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 499*



# PMP Exam Simulator



## PMP Exam 2

Question 168 of 200

Question ID: 612520

During project execution, scheduling challenges have been experienced due to inclement weather that has resulted in multiple schedule variances. The project manager has noticed that a particular vendor is very flexible in scheduling their work. The project manager has found that the flexibility to adjust leads and lags is a particularly effective method for controlling the project schedule.

What should be done with this information?

- A Updated in the lessons learned repository
- B Noted in the schedule variance management plan
- C Documented in the lessons learned register
- D Included in the schedule baseline

⊗ Question answered incorrectly

### Hint:

Where is the knowledge gained throughout a project documented so it can be used later in the current project or future projects?

**Correct Answer: C**

### Explanation:

The question implies that the project manager is conducting the Control Schedule process. During this process, the project manager has found that vendor scheduling flexibility has permitted the use of leads and lags, and the adjustment of leads and lags is an effective method of controlling the schedule. Updates to the lessons learned register is an output from the Control Schedule process. The lessons learned register should be updated during the Control Schedule process when techniques are found to be effective in maintaining the schedule. This information may be useful in controlling the schedule for the current project. At the end of the project, the information in the lessons learned register should be transferred to the lessons learned repository where it may be beneficial for future projects.

### Details for Each Option:

- A Updated in the lessons learned repository

*Incorrect. Lessons learned during the project are first captured in the lessons learned register, not the lessons learned repository. At the end of the project, the information captured in the lessons learned register is transferred to the lessons learned repository where it can be used for future projects.*

- B** Noted in the schedule variance management plan

*Incorrect. 'Schedule variance management plan' is a fake term made up for this question.*

- C** Documented in the lessons learned register

*Correct. The lessons learned register should be updated during the Control Schedule process when techniques are found to be effective in maintaining the schedule.*

- D** Included in the schedule baseline

*Incorrect. The schedule baseline is the approved model of a schedule model that is used as the basis for comparison to actual results. While schedule variances have been mentioned in the scenario, there is not enough information to determine if these variances have resulted in an update to the schedule baseline. Additionally, the schedule baseline is not the place where effective methods for controlling the project schedule are documented.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 230, 228*

# PMP Exam Simulator



## PMP Exam 2

Question 169 of 200

Question ID: 613780

In order to procure required materials for a project, your team prepares documents that will be used to solicit information, quotations, and proposals from prospective sellers. The documents are structured to facilitate an accurate and complete response from each prospective seller and to facilitate the evaluation of the responses.

What type of documents is your team creating?

- A Vendor documents
- B Source selection criteria
- C Bid documents
- D Test and evaluation documents

✘ Question answered incorrectly

### Hint:

What type of documents are an output of the Plan Procurement Management process and are used to solicit information, quotations, or proposals from prospective sellers?

**Correct Answer: C**

### Explanation:

The question suggests that the project management process of Plan Procurement Management is being conducted. One output of the Plan Procurement Management process is bid documents. Bid documents are all documents used to solicit information, quotations, or proposals from prospective sellers. Bid documents would include the request for information (RFI), request for quotation (RFQ), and request for proposal (RFP). These documents are structured to facilitate an accurate and complete response from each prospective seller and to facilitate easy evaluation of the responses. The project team is creating bid documents in the situation described by the question.

### Details for Each Option:

- A Vendor documents  
*Incorrect. 'Vendor documents' is a fake term made up for this question.*
- B Source selection criteria

*Incorrect. Source selection criteria is a set of attributes desired by the buyer which a seller is required to meet or exceed to be selected for a contract. These criteria are intended for internal use and typically not sent to vendors to develop a bid response.*

**C** Bid documents

*Correct. Bid documents are all documents used to solicit information, quotations, or proposals from prospective sellers. Bid documents would include the request for information (RFI), request for quotation (RFQ), and request for proposal (RFP).*

**D** Test and evaluation documents

*Incorrect. Test and evaluation documents are project documents that describe the activities used to determine if the product meets the quality objectives stated in the quality management plan. These documents are used during the Manage Quality and Control Quality processes, not during the Plan Procurement Management process which is described in the question.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 477, 699*

# PMP Exam Simulator



## PMP Exam 2

Question 170 of 200

Question ID: 612149

A project team is developing the quality management plan for a high-profile project. The project management office (PMO) wants to ensure that all project management best practices are followed.

When should quality planning take place in relation to other planning processes?

- A After the Plan Cost Management process
- B In parallel with the other planning processes
- C After the Determine Budget process
- D After the Develop Schedule process

✗ Question answered incorrectly

### Hint:

Quality standards will influence other project management plans.

### Correct Answer: B

### Explanation:

The question states that the quality management plan is being developed. With some exceptions, there are no strict guidelines on when chronologically each planning process should take place. However, since quality planning will influence other aspects of project planning, quality planning should typically be performed in parallel with the other planning processes. For example, changes proposed in the deliverables in order to meet identified quality standards may require cost or schedule adjustments and a detailed risk analysis of the impact to plans.

### Details for Each Option:

- A After the Plan Cost Management process

*Incorrect. The cost management plan will be impacted by quality planning. Thus, the cost management plan cannot be finalized without taking quality planning into consideration.*

- B In parallel with the other planning processes

*Correct. Since quality planning will influence other aspects of project planning, quality planning should be performed in parallel with the other planning processes, making this choice the best answer.*

**C** After the Determine Budget process

*Incorrect. The project budget will be influenced by how quality will be managed on the project. The budget cannot be finalized without taking into account quality planning.*

**D** After the Develop Schedule process

*Incorrect. The project schedule will be affected by how quality is planned to be managed on the project. The project schedule cannot be completed without accounting for quality planning.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 278*

# PMP Exam Simulator



## PMP Exam 2

Question 171 of 200

Question ID: 626006

A project manager has been asked to manage a new project that the organization is about to undertake.

Which of the following tasks should the project manager do first?

- A Start developing the project management plan
- B Obtain approval for the project charter from the sponsor
- C Talk to the functional managers to secure resources
- D Meet with the customer to gather detailed requirements

✗ Question answered incorrectly

### Hint:

Is the project manager authorized to plan and execute the project?

**Correct Answer: B**

### Explanation:

The project charter is the document issued by the sponsoring entity that provides the project manager with the authority to plan and execute the project. The project charter allows the project manager to formally apply organizational resources to the project activities. While other answer choices are valid steps in project planning and execution, of the choices given, obtaining the project charter approval from the sponsor must happen first and is, therefore, the best answer to the question asked.

### Details for Each Option:

- A Start developing the project management plan  
*Incorrect. The scenario describes a project that is in its initiation. Developing the project management plan is a task that is done as part of the Planning Process Group after project initiation has completed.*
- B Obtain approval for the project charter from the sponsor  
*Correct. Before taking any other action, the project manager should first obtain approval for the project charter from the sponsor.*
- C Talk to the functional managers to secure resources

*Incorrect. While the project manager can talk to the functional managers to secure resources at any given time in the project life cycle, typically this is done during project execution as part of the Acquire Resources process.*

**D** Meet with the customer to gather detailed requirements

*Incorrect. Meeting with the customer to gather requirements is a very important task as this will help form the basis for the scope of the project. However, gathering 'detailed' requirements happens during the Collect Requirements process which is part of the Planning Process Group. This project is in initiation.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 81*



# PMP Exam Simulator



## PMP Exam 2

Question 172 of 200

Question ID: 612032

After several iterations, some of the stakeholders from your software development project have begun to raise concerns about the product your team has developed so far. The stakeholders claim the product is not what they had envisioned at the beginning of the project when you interviewed them as part of the Collect Requirements process.

What did you likely miss earlier?

- A Planning a response to the risk of building a wrong product
- B Conducting targeted brainstorming sessions
- C Creating a detailed WBS during project initiation
- D Developing adequate prototypes

✗ Question answered incorrectly

### Hint:

You needed to talk to your stakeholders early to identify and define the software's key features and functions.

**Correct Answer: D**

### Explanation:

Prototypes are used to obtain early feedback on requirements by providing a working model of the expected product before building it. Prototypes are typically small-scale products, 2D & 3D computer models, mock-ups, storyboards, or simulations that tend to be rudimentary until enough experimentation, feedback, and revision have been obtained to move to a build phase. In this scenario, prototypes would have been beneficial to use since they would allow stakeholders to experiment with a model of the final product rather than being limited to discussing abstract representations of their requirements. Note, the scenario describes a project lead by a hybrid project management approach where the requirements are collected using the Collect Requirements process, which is typical of waterfall projects, while the software being developed in iterations, implying an agile framework is used to build the product.

### Details for Each Option:

- A Planning a response to the risk of building a wrong product

*Incorrect. Responses are developed for risks identified throughout the project. The risk of building a wrong product makes no sense as such a risk would have invalidated the very purpose for which the project has been undertaken.*

**B** Conducting targeted brainstorming sessions

*Incorrect. Brainstorming is a technique that is primarily used to quickly identify, generate, and collect a list of ideas related to project and product requirements in a short period of time rather than define how the final product of the project will look like.*

**C** Creating a detailed WBS during project initiation

*Incorrect. Work breakdown structure (WBS) is a hierarchical decomposition of the total scope of work to be carried out by the project team to accomplish the project objectives and create the required deliverables. The WBS is created during project planning, not initiation.*

**D** Developing adequate prototypes

*Correct. Prototyping is a method of obtaining early feedback and stakeholder buy-in on requirements by providing a model of the expected product before actually building its final version. Prototypes are widely used in projects where products are developed incrementally, as in the scenario provided. It is likely that if the team created adequate prototypes, the situation described in the scenario could have been avoided.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 147, 216*

# PMP Exam Simulator



## PMP Exam 2

Question 173 of 200

Question ID: 610050

A buyer has subcontracted a critical component of their product and wants to ensure strict oversight over its development and manufacturing. To address this need, it has been suggested to carry out periodic performance reviews.

During which project management process will the buyer conduct these reviews?

- A Conduct Procurements
- B Control Procurements
- C Control Scope
- D Plan Procurement Management

✗ Question answered incorrectly

### Hint:

Oversight of a seller takes place in which process group?

**Correct Answer: B**

### Explanation:

Performance reviews for contracts measure, compare, and analyze quality, resource, schedule and cost performance against the agreement. The Control Procurements process is contained in the Monitoring and Controlling Process Group. It is the process of managing procurement relationships, monitoring contract performance, making changes and corrections as needed and closing out contracts. Therefore, the buyer would administer the performance reviews of the seller as part of the Control Procurements process.

### Details for Each Option:

**A** Conduct Procurements

*Incorrect. The Conduct Procurements process is defined as the process of obtaining seller responses, selecting a seller, and awarding a contract.*

**B** Control Procurements

*Correct. Control Procurements is the process of managing procurement relationships, monitoring contract performance, making changes and corrections as appropriate, and closing out contracts. It is in this process that the buyer conducts performance reviews of sellers.*

**C** Control Scope

*Incorrect. The Control Scope process is where the project manager monitors the status of the project and project scope as well as manages changes to the scope baseline. Since the manufacturing of the critical component has been contracted out, performance reviews of the subcontractor (i.e., the seller) would be part of the Control Procurements process. Although the procurement output would eventually pass through the Control Scope process, the question asks specifically in which process the performance review would take place. Buyer conducted performance reviews take place in the Control Procurements process.*

**D** Plan Procurement Management

*Incorrect. The Plan Procurement Management process is where the project's approach to procurement is documented. This process includes 'buy' decisions if resources are required from outside the project. The Plan Procurement Management process also determines what to acquire and how and when to acquire it.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 498*

# PMP Exam Simulator



## PMP Exam 2

Question 174 of 200

Question ID: 610036

A project manager is executing the quality management plan of a project to develop a prototype medical device. Given the nature of the project, the quality standards are very stringent. With no known cause, it becomes apparent that the product quality does not meet project requirements.

What is the best course of action for the project manager to take in this situation?

- A Direct the project team to improve the quality of their work
- B Ask the project sponsor what to do
- C Create an affinity diagram
- D Develop an Ishikawa diagram

✗ Question answered incorrectly

### Hint:

The correct answer is also referred to as a cause-and-effect diagram.

### Correct Answer: D

### Explanation:

Manage Quality is the process of translating the quality management plan into executable quality activities that incorporate the organization's quality policies into the project. The question states, "A project manager is executing the quality management plan of a project..." This implies that the Manage Quality process is being performed. Data representation techniques including the cause-and-effect diagram can be useful during this process. Cause-and-effect diagrams are also known as fishbone diagrams, why-why diagrams, or Ishikawa diagrams. This type of diagram breaks down the causes of the problem statement identified into discrete branches, helping to identify the main or root cause of the problem. Of the available choices, the cause-and-effect or Ishikawa diagram is the most useful in determining the main cause of a quality issue, making the development of an Ishikawa diagram the best answer to the question asked.

### Details for Each Option:

- A Direct the project team to improve the quality of their work  
*Incorrect. Directing the project team to improve the quality of their work is not very helpful without first knowing the main cause of the problem. For example, it is possible that the issue lies with the material and/or equipment rather than the quality of the project team's work. Therefore, this choice is an incorrect response.*

**B** Ask the project sponsor what to do

*Incorrect. The project sponsor may very well need to be informed of the quality issues, but it is the project manager's responsibility to determine the cause and implement the necessary action. Therefore, this answer choice can be eliminated.*

**C** Create an affinity diagram

*Incorrect. Affinity diagrams can organize potential causes of defects into groups showing areas that should be focused on the most. However, the question indicates that the causes of the poor quality are not known at this point. Therefore, the project manager should first seek to understand the main cause(s) of the quality issues, making the creation of an affinity diagram an incorrect answer.*

**D** Develop an Ishikawa diagram

*Correct. Cause-and-effect diagrams are also known as fishbone diagrams, why-why diagrams, or Ishikawa diagrams. This type of diagram breaks down the causes of the problem statement identified into discrete branches, helping to identify the main or root cause of the problem. Therefore, of the choices provided, developing an Ishikawa diagram is the best course of action for the project manager to take to understand why the product quality does not meet project requirements.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 293*

# PMP Exam Simulator



## PMP Exam 2

Question 175 of 200

Question ID: 610068

During project initiation, the project manager had provided an initial estimate of \$250,000 with a range of -25% to +75%. The project is now in planning, and, as part of the Estimate Costs process, the project manager has to refine this estimate to a much narrower range.

How should the project manager determine the estimating methods that can be used and the accuracy required for the cost estimate?

- A Examine the basis of estimates
- B Review the cost management plan
- C Contact the finance department
- D Check the project charter

⊗ Question answered incorrectly

### Hint:

Which answer choice serves as an input into the Estimate Costs process?

**Correct Answer: B**

### Explanation:

The question states that the Estimate Costs process is being carried out. The cost management plan serves as an input to the Estimate Costs process. The cost management plan describes estimating methods that can be used and the level of precision and accuracy required for the cost estimate. Therefore, reviewing the cost management plan is the best course of action for the project manager in this scenario.

### Details for Each Option:

- A Examine the basis of estimates  
*Incorrect. The basis of estimates provides supporting documentation outlining the details used in establishing project estimates such as assumptions, constraints, level of detail, ranges, and confidence levels. However, the question suggests that the Estimate Costs process is being performed and the basis of estimates is an output of this process, and, therefore, is not yet available to be a source of information.*
- B Review the cost management plan

*Correct. The cost management plan describes estimating methods that can be used and the level of precision and accuracy required for the cost estimate. Since this answer choice addresses the needs of the project manager described in the scenario, it is the best answer to the question asked.*

**C** Contact the finance department

*Incorrect. The information required should be readily available in the cost management plan. The finance department may or may not have fine details of the project that is currently being planned. Even if this information is available from the finance department, a better way to address the project manager's needs is to use the resources that are already available. Therefore, this choice is not the best answer.*

**D** Check the project charter

*Incorrect. According to the scenario, the project charter has a rough order of magnitude (ROM) estimate for the project, \$250,000 with a range of -25% to +75%. The project charter, however, will not have the estimating methods that can be used and the accuracy required for the cost estimate. Therefore, this answer can be eliminated.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 241*



# PMP Exam Simulator



## PMP Exam 2

Question 176 of 200

Question ID: 651357

The latest iteration in the project went far better than the first iteration. Some claim it was the increased communication. Others credit the change in the social media strategy. While others feel it was due to the inclusion of a training course.

What should the project manager do to make the next iteration even more successful?

- A Include another training course in the next iteration
- B Update the lessons learned register with what worked well
- C Double the communications in the next iteration
- D Increase the usage of the social media tools in the next iteration

✗ Question answered incorrectly

### Hint:

How the current project and future projects can benefit from knowledge gained?

**Correct Answer: B**

### Explanation:

There are many lessons learned as the project progresses. These lessons should be captured, shared, analyzed, and leveraged. In this scenario, there were multiple potential reasons the team felt that the project iteration went well. The ones listed revolved around the project communications. These communications lessons learned need to be recorded or documented in some way for the project manager and team to learn from and apply that learning to the current project and future projects. The lessons learned register is a project document used to record knowledge gained during a project so that it can be used in the current project and entered into the lessons learned repository. Updates to the lessons learned register is an output of the Monitor Communications process described in the scenario. Therefore, of the choices offered, updating the lessons learned register with what worked well is what the project manager should do to make the next iteration even more successful.

### Details for Each Option:

- A Include another training course in the next iteration

*Incorrect. Training was deemed as a potential cause for success in the last iteration. However, it does not mean that including another training course in the next iteration will have the same effect. Before taking action, the project manager has to analyze the data and update the lessons learned register with strategies that worked well.*

**B** Update the lessons learned register with what worked well

*Correct. Capturing the lessons learned on what communications may have worked well will help the project manager and team continually improve the project. The scenario presents a multitude of potential reasons that should be noted and analyzed.*

**C** Double the communications in the next iteration

*Incorrect. Simply because some forms of communication were deemed as potential causes for success does not mean that doubling or increasing the cause equates to double or increased impact. Analyzing and managing the lessons learned before reacting is needed.*

**D** Increase the usage of the social media tools in the next iteration

*Incorrect. The changes in social media strategy may have been a potential cause for the iteration going well. However, it does not necessarily mean that this factor must be boosted in the next iteration.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 393*

# PMP Exam Simulator



## PMP Exam 2

Question 177 of 200

Question ID: 612778

On a project, work performance data is being regularly collected and shared with the project team.

Which of the following processes will use this data?

- A Develop Project Charter
- B Plan Quality Management
- C Monitor Stakeholder Engagement
- D Analyze Performance Data

✗ Question answered incorrectly

### Hint:

Work performance data is an input to various processes in the Monitoring and Controlling Process Group.

**Correct Answer: C**

### Explanation:

As implied by the scenario, the project is performing one of the processes of the Executing Process Group where work performance data is collected. The work performance data is an input to various processes in the Monitoring and Controlling Process Group, such as Monitor Stakeholder Engagement, where the work performance data is analyzed in context and integrated to become work performance information. Which stakeholders are supportive of the project, and their level and type of engagement are examples of work performance data that can be used during the Monitor Stakeholder Engagement process. The question is asking which process will use the project data collected during execution, or, stated another way, which process has work performance data as an input. Monitor Stakeholder Engagement is the only answer choice that is in the Monitoring and Controlling Process Group and is one of the processes that have work performance data as an input. Therefore, of the choices provided, Monitor Stakeholder Engagement is the best answer to the question asked.

### Details for Each Option:

- A Develop Project Charter

*Incorrect. Work performance data is an input to various processes in the Monitoring and Controlling Process Group. Develop Project Charter is a process in the Initiating Process Group and therefore does not use work performance data as an input, making this choice an incorrect answer.*

**B** Plan Quality Management

*Incorrect. Work performance data is an input to various processes in the Monitoring and Controlling Process Group. Plan Quality Management is a process in the Planning Process Group and therefore does not use work performance data as an input, making this choice an incorrect answer.*

**C** Monitor Stakeholder Engagement

*Correct. The work performance data is an input to various controlling processes, such as Monitor Stakeholder Engagement, where it is analyzed in context and integrated to become work performance information. Of the available choices, only Monitor Stakeholder Engagement is the process that will use this data, making this choice the best answer to the question asked.*

**D** Analyze Performance Data

*Incorrect. 'Analyze Performance Data' is not a process specified in the PMBOK® Guide.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 531-532*

# PMP Exam Simulator



## PMP Exam 2

Question 178 of 200

Question ID: 613115

A project manager is near the end of a large and complex project, which required the services of several different vendors. Currently, the project manager is about to start the process of finalizing all activities for project closure.

What should the project manager do first?

- A Submit a change request to update the project management plan
- B Update all applicable project documents and mark them as final versions
- C Revise and finalize the business case and the project charter
- D Begin the alternative dispute resolution procedure with the vendors

✘ Question answered incorrectly

### Hint:

Which answer choice describes an output of the Close Project or Phase process?

**Correct Answer: B**

### Explanation:

The question suggests that the Close Project or Phase process is underway. Only one answer choice represents activities that are performed as part of the Close Project or Phase process which include finalizing the project documents. All project documents may be updated and marked as final versions as a result of project closure. Based on the scenario described, the project manager is about to start the process of finalizing all activities for project closure. Therefore, of the options provided, updating all applicable project documents and marking them as final versions makes the more sense for the project manager to do, making this action the best answer to the question asked.

### Details for Each Option:

- A Submit a change request to update the project management plan  
*Incorrect. There is not enough information in the question to determine why the project management plan would require an update. Additionally, updates to the project management plan are typically not among the outputs of the Close Project or Phase process described in the scenario.*
- B Update all applicable project documents and mark them as final versions

*Correct. All project documents may be updated and marked as final versions as a result of the Close Project or Phase process. Of particular importance is the lessons learned register, which is finalized to include final information on phase or project closure.*

- C** Revise and finalize the business case and the project charter

*Incorrect. The business case is developed as part of pre-project work and is one of the inputs to the Close Project or Phase process. However, the business case is not typically updated as a result of this process. Additionally, the business case is developed and maintained by the project sponsor and would not be revised by the project manager. The project charter is not updated either as the result of the process described in the scenario.*

- D** Begin the alternative dispute resolution procedure with the vendors

*Incorrect. Alternative dispute resolution (ADR) is one of the tools and techniques associated with the Control Procurements process. The ADR is a mechanism used to settle contested changes between the buyer and the seller. The question does not provide any information as to whether or not there are any disputes on the project that should be resolved.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 127, 499*

# PMP Exam Simulator



## PMP Exam 2

Question 179 of 200

Question ID: 612398

You are executing a project for a new product that has been well received and supported by major stakeholders. However, three months into the yearlong project, a competitor launches a similar product. You are concerned that the attitude of several key project stakeholders toward your project will be negatively shifted.

What should you do first?

- A Update the stakeholder engagement assessment matrix
- B Document your concerns in the stakeholder register
- C Add a new record to the issue log
- D Resort to alternative dispute resolution

⊗ Question answered incorrectly

### Hint:

What is the first place where a current condition or situation that may negatively impact the project objectives is captured?

**Correct Answer: C**

### Explanation:

An issue is a current condition or situation that may have a negative impact on the project objectives. Monitoring stakeholder engagement throughout the project life cycle is an important duty of the project manager. A change (presumably negative) of stakeholder sentiment toward the project is an issue. However, this change has not yet been confirmed. What was confirmed is that the competitor launches a similar product. The latter is a major issue. Issues are captured in the issue log. Updates to the issue log are among the outputs of the Monitor Stakeholder Engagement process described in the scenario. Therefore, when you realize a competitor launches a similar product, you should first record this fact as an issue in the issue log accompanied by a note of the potential negative shift in the attitude of the key project stakeholders. By capturing this situation in the issue log first, you ensure the stakeholder engagement will not be overlooked and will be addressed or accounted for when reviewing the issue log.

### Details for Each Option:

- A Update the stakeholder engagement assessment matrix

*Incorrect. The stakeholder engagement assessment matrix displays gaps between current and desired engagement levels of project stakeholders. The matrix may need to be updated if the stakeholder attitudes are changed. However, you have yet to know the details of the level of engagement of each individual stakeholder. First, you should perform another iteration of the stakeholder analysis to update the details of the stakeholder engagement assessment matrix. However, this answer choice is not provided.*

**B** Document your concerns in the stakeholder register

*Incorrect. The stakeholder register is an output of the Identify Stakeholders process which documents the identification, assessment, and classification of project stakeholders. The stakeholder register may need to be updated if the stakeholder attitudes toward the project change. According to the scenario, you are concerned but have yet to know what details should be updated in the stakeholder register for each relevant stakeholder since you did not perform another iteration of the stakeholder analysis.*

**C** Add a new record to the issue log

*Correct. The issue log is a project document where all the issues are recorded and tracked. The issue log is updated as a result of monitoring and controlling activities throughout the project's life cycle and will be the first place for you to document the fact the competitor launched a similar product potentially resulting in a change in stakeholder attitudes. Recording this information will help you effectively track and manage stakeholder issues, ensuring that they are investigated and resolved.*

**D** Resort to alternative dispute resolution

*Incorrect. Alternative dispute resolution (ADR) is an example of claims administrations which is one of the tools and techniques associated with the Control Procurements process. ADR is typically used to resolve contested changes between a buyer and a seller. The scenario does not provide any information about a conflict between the buyer and the seller that would warrant resorting to ADR.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 536*



# PMP Exam Simulator



## PMP Exam 2

Question 180 of 200

Question ID: 612576

A project manager is leading a project to restore numerous historical artifacts, which were damaged in a fire at a museum. Due to the value of some of the art, security will be paramount for this project. The project manager needs to increase the engagement level of key stakeholders and plans to bring the stakeholders onsite to review the progress.

Before bringing the stakeholders onsite, what should the project manager do first?

- A Ensure the stakeholders understand the ground rules established in the team charter
- B Check the company's organizational process assets
- C Ask permission from the project sponsor
- D Schedule extra security personnel for the onsite review

✘ Question answered incorrectly

### Hint:

Where should you find corporate security policies and procedures?

**Correct Answer: B**

### Explanation:

The question implies that the Manage Stakeholder Engagement process is being performed, and the organizational process assets can serve an input for this process. Organizational process assets include corporate policies and procedures for security. The project manager should review the company's security policy before allowing the stakeholders to have access to the valuable works of art. The actions represented by the incorrect answer choices may or may not be permitted by policy. Therefore, of the available choices, reviewing the organizational process assets is what the project manager should do first in this scenario.

### Details for Each Option:

- A Ensure the stakeholders understand the ground rules established in the team charter  
*Incorrect. Ground rules defined in the team charter, set the expected behavior for project team members, as well as other stakeholders, with regard to stakeholder engagement. While the team charter may or may not have relevant information for the scenario, the project manager should first understand the corporate security policies and procedures. If the activity described by the question is against policy, then ensuring the stakeholders understand the team charter is moot.*

**B** Check the company's organizational process assets

*Correct. Organizational process assets include corporate policies and procedures for security. You should first review the company's security policy before allowing the stakeholders to have access to the valuable works of art.*

**C** Ask permission from the project sponsor

*Incorrect. Permission from the project sponsor may very well be required before bringing stakeholders onsite to review the art restoration process. However, first, the project manager should review the corporate security policies and procedures to understand what, if any, permissions are required in this situation. Also, consulting the project sponsor right away when the information is most likely available in the corporate security policies and procedures is not the best use of the project manager's and the project sponsor's time.*

**D** Schedule extra security personnel for the onsite review

*Incorrect. The corporate security policies and procedures may or may not require additional security personnel to accompany the stakeholders. The project manager should first review the company's security policies and procedures to see if this action is needed in addition to any other requirements. Additionally, it is entirely possible that the policies prohibit any non-essential personnel from having access to the artifacts.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 526*

# PMP Exam Simulator



## PMP Exam 2

Question 181 of 200

Question ID: 612501

During a status update meeting, you inform stakeholders that the project is running behind schedule but under budget. With all meeting participants in agreement, the decision is made to crash the schedule. Two weeks later, the finance director calls you stating that she just learned about the schedule issue and that she never agreed to the expense of adding project resources. When asked why she did not speak up during the meeting, the finance director replies, "What meeting?"

Which of the following most likely caused this situation?

- A Lack of cultural awareness
- B Poor conflict management skills
- C Inadequate meeting management
- D Insufficient active listening skills

✗ Question answered incorrectly

### Hint:

Which consideration for effective communications management might have prevented the problem described by the question?

**Correct Answer: C**

### Explanation:

The scenario implies that the Manage Communications process is being carried out. Meeting management is among interpersonal and team skills that could be used as tools and techniques during that process. Meeting management involves taking steps to ensure meetings meet their intended objectives effectively and efficiently. Ensuring that the appropriate participants are invited and attend is one of the steps used in proper meeting planning and management. In this scenario, it seems that the finance director was either not invited to the meeting or was invited but did not attend. Therefore, of the available choices, inadequate meeting management was the most likely cause of the problem presented in the question.

### Details for Each Option:

- A Lack of cultural awareness

*Incorrect. There is no information in the question which suggests that cultural differences existed or contributed to the issue. Therefore, this is an incorrect answer choice.*

**B** Poor conflict management skills

*Incorrect. The scenario does not describe a conflict but rather implies that the finance director was not included in the discussion about adding project resources. Therefore, it is unlikely that poor conflict management skills were a contributing factor to the problem described by the question.*

**C** Inadequate meeting management

*Correct. Meeting management involves preparing an agenda, inviting essential participants, and ensuring they attend. Based on the scenario described, it is reasonable to assume that you either forgot to invite the finance director to the meeting or invited her but did not ensure she attended. Therefore, among the available choices, inadequate meeting management is the most likely cause of the problem described by the question.*

**D** Insufficient active listening skills

*Incorrect. The question does not suggest an issue with active listening skills contributed to the problem. The main issue seems to be that the finance director was not included in the discussion regarding adding resources to the project. Therefore, this answer choice can be eliminated.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 386*

# PMP Exam Simulator



## PMP Exam 2

Question 182 of 200

Question ID: 613613

After the project charter has been completed and approved, the project manager immediately begins the process of developing the project management plan.

What might the project manager have forgotten to create?

- A Risk log
- B Assumption log
- C Issue log
- D Change log

✘ Question answered incorrectly

### Hint:

What document is an output of the Develop Project Charter process and is used to record all assumptions and constraints?

**Correct Answer: B**

### Explanation:

The question implies that the Develop Project Charter process is being performed. The Develop Project Charter process has two outputs including the project charter and the assumption log. The assumption log is a project document used to record all assumptions and constraints throughout the project life cycle. Before proceeding to the next process, the project manager has to ensure the previous process is completed which, among the others, means all its outputs have been generated. In the scenario described, the project charter has been developed, and the assumption log has been forgotten.

### Details for Each Option:

A Risk log

*Incorrect. 'Risk log' is a made-up term.*

B Assumption log

*Correct. The assumption log is a project document used to record all assumptions and constraints throughout the project life cycle. The assumption log is created during the Develop Project Charter process and should be completed prior to creating the project management plan.*

**C** Issue log

*Incorrect. The issue log is a project document that is created during the Direct and Manage Project Work process rather than the Develop Project Charter process.*

**D** Change log

*Incorrect. The change log would only be created once the Perform Integrated Change Control process has been initiated and not during the Develop Project Charter process.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 81*

# PMP Exam Simulator



## PMP Exam 2

Question 183 of 200

Question ID: 612995

You have just taken over a project, which is in the process of project closure. The project has experienced numerous setbacks, which have caused cost and schedule overruns. You want to ensure that any mistakes that were made in the project are not repeated to ensure improved performance for future projects.

What is the best course of action in this situation?

- A Perform stakeholder analysis
- B Conduct reserve analysis
- C Perform document analysis
- D Conduct technical performance analysis

✗ Question answered incorrectly

### Hint:

Which technique might be used during the Close Project or Phase process for the identification of lessons learned and knowledge sharing to improve performance on future projects?

**Correct Answer: C**

### Explanation:

The question implies that the Close Project or Phase process is being carried out. Document analysis is used during various project management processes including the Close Project or Phase process. As it pertains to project closure, analyzing available documentation will allow the identification of lessons learned and knowledge sharing to improve the performance of future projects. The incorrect answer choices represent analysis techniques that are used during processes other than the Close Project or Phase process. Therefore, of the available answer choices, performing a document analysis is the best answer to the question asked.

### Details for Each Option:

- A Perform stakeholder analysis

*Incorrect. Stakeholder analysis is a technique of systematically gathering and analyzing quantitative and qualitative information to determine whose interests should be taken into account throughout the project. Stakeholder analysis is primarily performed during the Identify Stakeholders process to develop the stakeholder register but may also be*

used in the development of the risk management plan and for monitoring stakeholder engagement. Stakeholder analysis is not performed during the Close Project or Phase process described in the scenario.

**B** Conduct reserve analysis

*Incorrect. Reserve analysis is an analytical technique to determine the essential features and relationships of components in the project management plan to establish a reserve for the schedule duration, budget, estimated cost, or funds for a project. Reserve analysis may be conducted during project planning, execution, or monitoring but is not relevant to the Close Project or Phase process.*

**C** Perform document analysis

*Correct. Analyzing available documentation will allow the identification of lessons learned and knowledge sharing for future project improvement, making this choice the best answer to the question asked.*

**D** Conduct technical performance analysis

*Incorrect. Technical performance analysis compares technical accomplishments during project execution to the schedule of technical achievement. Technical performance analysis is primarily used during the Monitor Risks process and is not likely to be conducted during project closure.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 126*



# PMP Exam Simulator



## PMP Exam 2

Question 184 of 200

Question ID: 612300

You are working as a part-time manager at a weak matrix organization. Your functional manager adds to your workload by declaring you the project manager for a new business idea. After reviewing the business case, you understand new personnel will need to be hired to execute the project.

What constraint, if any, will you be operating under in terms of hiring additional staff?

- A The functional manager would be responsible for hiring staff.
- B The human resources manager would be responsible for hiring staff.
- C You, as project manager, would be responsible for hiring staff.
- D Senior management would be responsible for hiring staff.

⊗ Question answered incorrectly

### Hint:

What role are you playing in this organization?

**Correct Answer: A**

### Explanation:

Knowing the differences between the types of organizational structures is necessary to answer this question correctly. Understanding your role as a project manager in different organizational structures plays an important part in your project management responsibilities and the decisions you have to make. The project manager's role in a weak matrix organization is part-time and done as part of another job and not a designated job role like a coordinator. In such an organization, the project manager's authority over resources is low, and it is the functional manager who takes on the responsibility of managing resources. Therefore, if you need additional staff for your project, you will be operating under the constraint that hiring staff is typically done by the functional managers who are responsible for most of the project resources.

### Details for Each Option:

- A The functional manager would be responsible for hiring staff.

*Correct. In a weak matrix organization, the project manager's authority over resources is low. Therefore, if you need additional staff for your project, you will be operating under the constraint that hiring staff is typically done by the functional managers who are responsible for most of the project resources.*

- B** The human resources manager would be responsible for hiring staff.  
*Incorrect. The human resource manager will likely assist the functional manager in hiring the staff. However, they will not be directly responsible for hiring.*
- C** You, as project manager, would be responsible for hiring staff.  
*Incorrect. In a weak matrix organization, the project manager typically takes on the role of the project manager part-time as part of their regular job and has low authority over resources. Therefore, it is unlikely that you will be responsible for hiring staff, making this choice an incorrect answer.*
- D** Senior management would be responsible for hiring staff.  
*Incorrect. Senior management is not typically involved in the project level activities, such as hiring personnel. Therefore, this answer choice does not represent a constraint under which you will be operating.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 47*

# PMP Exam Simulator



## PMP Exam 2

Question 185 of 200

Question ID: 626030

You are reviewing a document that describes the project vision, mission, purpose, objectives, success criteria, high-level requirements, risks, assumptions, the list of key stakeholders, and the name of the assigned project manager.

What else should be specified in this document?

- A The business need and the cost-benefit analysis
- B Requirements for formal procurement closure
- C Development approach and project life cycle
- D Milestone schedule and key deliverables

✘ Question answered incorrectly

### Hint:

The scenario describes a project charter. Which answer choice represents information included in the project charter?

**Correct Answer: D**

### Explanation:

The project charter is a document issued by the project initiator or sponsor that formally authorizes the existence of a project and provides the project manager with the authority to apply organizational resources to project activities. Additionally, the project charter sets a clear vision and mission for the project team and stakeholders allowing the project manager to lead the team towards the achievement of the project goals. All items described in the scenario are typically part of the project charter. There are several other items that are often specified in the project charter, such as the key project deliverables as well as the summary milestone schedule.

### Details for Each Option:

- A The business need and the cost-benefit analysis  
*Incorrect. The business need and the cost-benefit analysis are part of the business case, while according to the scenario, you are reviewing the project charter.*
- B Requirements for formal procurement closure

*Incorrect. The requirements for formal procurement closure are usually defined in the terms and conditions of the contract and are included in the procurement management plan rather than in the project charter implied by the question.*

**C** Development approach and project life cycle

*Incorrect. Development approach describes the approach which will be used to develop the product, service, or result of the project. Project life cycle describes the series of phases that a project passes through from its initiation to its closure. Both the development approach and project life cycle are components of the project management plan, while the scenario infers you are reviewing the project charter.*

**D** Milestone schedule and key deliverables

*Correct. The items described in the question text are typically specified in the project charter. The summary milestone schedule and key deliverables are also part of the project charter. Those items were not mentioned in the scenario, making this choice the best answer to the question asked.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 81*

# PMP Exam Simulator



## PMP Exam 2

Question 186 of 200

Question ID: 612367

You have just taken over a project in execution from another manager. In your first week, you are unpleasantly surprised to receive emails from several stakeholders asking questions about the project objectives as well as their roles and responsibilities on the project. You are also concerned about what appears to be a lack of commitment to the project by the team.

What did the initial project manager most likely miss?

- A Conducting the project kick-off meeting
- B Creating a RACI chart
- C Identifying the key project stakeholders
- D Developing the team charter

⊗ Question answered incorrectly

### Hint:

Something was missed that is usually associated with the end of planning and the start of execution.

**Correct Answer: A**

### Explanation:

The question describes a scenario where at least some of the stakeholders are aware of the existence of the project but have fundamental questions about project objectives as well as their roles and responsibilities. The purpose of the project kick-off meeting is to communicate the objectives of the project, gain the commitment of the stakeholders and the team for the project, and explain the roles and responsibilities of each stakeholder. Therefore, of the choices provided, the previous project manager most likely did not conduct a project kick-off meeting.

### Details for Each Option:

- A Conducting the project kick-off meeting

*Correct. The purpose of the project kick-off meeting is to communicate the objectives of the project, gain the commitment of the team for the project, and explain the roles and responsibilities of each stakeholder. Therefore, the initial project manager most likely did not conduct a project kick-off meeting, making this choice the best answer to the question asked.*

**B** Creating a RACI chart

*Incorrect. A RACI chart is a common type of responsibility assignment matrix that uses responsible, accountable, consult, and inform statuses to define the involvement of stakeholders in project activities. A RACI chart is a useful tool to ensure clear assignment of roles and responsibilities when the team consists of internal and external resources. However, a RACI chart does not provide information on project objectives. Therefore, of the available choices, this is not the best response.*

**C** Identifying the key project stakeholders

*Incorrect. The scenario states that several key stakeholders are contacting the project manager with questions regarding the project, which implies that the stakeholders were identified and then notified of the existence of the project. Therefore, the identification of key stakeholders was likely not missed.*

**D** Developing the team charter

*Incorrect. The team charter establishes clear expectations regarding acceptable behavior by the project team members. There is no information in the question that suggests that the team members behave unacceptably. Also, the team charter is not related to the stakeholders; rather, it covers the team working environment.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 86*

# PMP Exam Simulator



## PMP Exam 2

Question 187 of 200

Question ID: 612992

As part of your project activities, you analyze and document groups and individuals that are involved in the project, collect relevant information regarding their interests, involvement, interdependencies, and potential impact on project success.

What process are you carrying out?

- A Plan Stakeholder Engagement
- B Collect Requirements
- C Identify Stakeholders
- D Plan Communications Management

✘ Question answered incorrectly

### Hint:

What is the process of identifying all people or groups impacted by a project?

**Correct Answer: C**

### Explanation:

Groups and individuals that are involved in or impacted by the project are collectively known as project stakeholders. According to the scenario, you are analyzing and documenting groups and individuals that are involved in the project (i.e., project stakeholders), collecting relevant information regarding their interests, involvement, interdependencies, and potential impact on project success. These activities closely meet the definition of the Identify Stakeholders process, making it the best answer to the question asked.

### Details for Each Option:

- A Plan Stakeholder Engagement

*Incorrect. Plan Stakeholder Engagement is the process of developing approaches to involve project stakeholders based on their needs, expectations, interests, and potential impact on the project. According to the scenario, you are collecting information about the project stakeholders rather than developing approaches to involve them in the project.*

- B Collect Requirements

*Incorrect. Collect Requirements is the process of determining, documenting, and managing stakeholder needs and requirements to meet project objectives. While the scenario mentions collecting relevant information regarding stakeholder needs, the essence of the question is focused on the stakeholders themselves rather than their requirements.*

**C** Identify Stakeholders

*Correct. Identify Stakeholders is the process of identifying and analyzing project stakeholders, and documenting information regarding their interests, involvement, influence, and potential impact on project success. Activities described in the scenario closely meet this definition, making Identify Stakeholders the best answer to the question asked.*

**D** Plan Communications Management

*Incorrect. Plan Communications Management is the process of developing an approach and plan for project communications based on the information needs of stakeholders, available organizational assets, and the needs of the project. Activities described in the scenario differ from those associated with the Plan Communications Management process.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 507*



# PMP Exam Simulator



## PMP Exam 2

Question 188 of 200

Question ID: 612069

You have replaced a project manager midway through project execution. You discover that although financial project reports that include CPI and SPI are prepared weekly, the financial database repository has never been updated.

Which tailoring consideration did your predecessor most likely miss earlier in the project?

- A Project complexity
- B Knowledge management
- C Cost management plan
- D Earned value management

✗ Question answered incorrectly

### Hint:

Which tailoring consideration is associated with the cost management processes and has never been addressed?

**Correct Answer: B**

### Explanation:

The question refers to earned value management in the form of cost and performance information, which suggests that the tailoring considerations referenced by the question are related to the cost management processes. Knowledge management is one of the tailoring considerations associated with cost management and is concerned with the following question, "Does the organizational have a formal knowledge management and financial database repository that a project is required to use and that is readily accessible?". The question implies that the previous project manager was not updating the financial database repository with the required information. Therefore, among the available choices, knowledge management is the best answer to the question asked.

### Details for Each Option:

- A Project complexity  
*Incorrect. Project complexity can influence the risk management processes, but it is not the tailoring consideration for the cost management processes as suggested in the question.*
- B Knowledge management

*Correct. Knowledge management is one of the tailoring considerations associated with the cost management processes.*

**C** Cost management plan

*Incorrect. The cost management plan is a subsidiary of the project management plan rather than a tailoring consideration.*

**D** Earned value management

*Incorrect. Earned value management is one of the tailoring considerations associated with the cost management processes. However, the question states that reports had been prepared every week for cost and schedule performance information including the CPI and SPI. This cost and schedule performance analysis is an example of earned value management. Since the previous project manager had prepared these reports every week, earned value management was not missed as a tailoring consideration earlier in the project.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 234*

# PMP Exam Simulator



## PMP Exam 2

Question 189 of 200

Question ID: 612873

As a project manager, you are in the initiation stage of a new project. You are currently preparing for a meeting to conduct a benefit analysis with relevant stakeholders to validate project alignment with organizational goals and expected business value.

What should the project manager do to prepare for the meeting?

- A Review the project management plan
- B Examine the project business documents
- C Read the stakeholder engagement plan
- D Study the project alignment plan

✘ Question answered incorrectly

### Hint:

Which of the choices describes an item available during project initiation?

**Correct Answer: B**

### Explanation:

The project business documents include the business case and benefits management plan which are created as part of pre-project work. The business case is a documented economic feasibility study used to establish the validity of the benefits of a selected component lacking sufficient definition, and that is used as a basis for the authorization of further project management activities. The benefits management plan is the documented explanation defining the processes for creating, maximizing, and sustaining the benefits provided by a project. These documents will contain the relevant information which can be used in preparation for the meeting described by the question. Additionally, with the project in the initiation stage, items described in the other answer choices are not yet available to be used as a source of information. Note that the project charter and stakeholder register are created during project initiation. The question does not state whether or not these documents have already been produced, but they would also provide relevant information for the meeting if they are available. However, the project charter and stakeholder register were not listed as answer choices.

### Details for Each Option:

- A Review the project management plan

*Incorrect. The question states that the project is in the initiation stage. The project management plan is not developed until project planning. Therefore, there is no project management plan at this point in the project.*

**B** Examine the project business documents

*Correct. The project business documents include the business case and benefits management plan which are created as part of pre-project work. These documents will contain the relevant information which can be used in preparation for the meeting described by the question.*

**C** Read the stakeholder engagement plan

*Incorrect. The stakeholder engagement plan is a component of the project management plan. The question states that the project is still in the initiation stage, and the stakeholder engagement plan is not developed until later in the project as part of project planning.*

**D** Study the project alignment plan

*Incorrect. 'Project alignment plan' is a fake term made up for this question.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 29, 33*

# PMP Exam Simulator



## PMP Exam 2

Question 190 of 200

Question ID: 612275

For the next phase of an engine development project, the design engineer is not sure what type of meshing to use. Though the engineer is considering tetra-meshing, she wants to find out if there have been similar instances in previous projects and what type of meshing was applied.

What is the best course of action?

- A Check the organizational process assets
- B Review the requirements documentation
- C Look for the information in the project charter
- D Meet with a team member who worked on a previous project

✗ Question answered incorrectly

### Hint:

Where is information on past projects available?

**Correct Answer: A**

### Explanation:

The engineer is trying to find what approaches have been used in similar projects in the past. Of the available options, only the organizational process assets have information from past projects, and this is where the engineer can get details on lessons learned, best practices, alternatives used in various situations, etc. Note, to correctly answer the question, it is not necessary to understand what tetra-meshing is, or how it works, because the question only asks where to find relevant information from past projects. Prospective PMP aspirants should keep in mind that questions on their exam may be vague and/or contain extraneous information.

### Details for Each Option:

- A Check the organizational process assets

*Correct. The organizational process assets include information from past projects including methods used and lessons learned.*

- B Review the requirements documentation

*Incorrect. Requirements documentation describes how individual requirements meet the business need for the project but does not have information on analysis methods.*

**C** Look for the information in the project charter

*Incorrect. The project charter provides high-level information about the project. Detailed information like analysis methods is not recorded in the project charter.*

**D** Meet with a team member who worked on a previous project

*Incorrect. While the team member may have some relevant information, this information reflects only one opinion, likely missing the big picture view. Checking the organizational process assets is a better answer choice because the methods used and lessons learned were captured at the time the project was underway and is more likely to have complete and accurate information.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 84*

# PMP Exam Simulator



## PMP Exam 2

Question 191 of 200

Question ID: 612403

You are a project manager leading an online conference call with stakeholders regarding project status. In the call, a few stakeholders indicate they are not sufficiently updated on project status and request a bi-weekly email be sent to them with cost and schedule status reports. You realize this request is a change in the communication requirements, which would also change the form of communication outlined in the communications management plan.

Where should you initially capture this request?

- A Requirements documentation
- B Issue log
- C Communications management plan
- D Stakeholder engagement plan

⊗ Question answered incorrectly

### Hint:

What process is described in the scenario?

**Correct Answer: B**

### Explanation:

The scenario suggests you are in the Monitor Communications process which is concerned with ensuring the information needs of the project stakeholders are met. This process often results in the need for adjustment, action, and intervention on communications activities defined in the communications management plan. This need is typically expressed by a change request as in the scenario described. Ideally, a change request would be submitted and recorded in the change log. However, this answer choice is not provided. Therefore, we have to select an option of those offered which represents the best answer to the question asked. The question implies there is an issue in project communications. A change in the form of communication outlined in the communications management plan can be considered an issue and, therefore, should first be recorded in the issue log. Updates to project documents, such as an issue log, are among the outputs of the Monitor Communications process. Therefore, of the available choices, capturing the stakeholders' request in the issue log is the best answer to the question asked.

### Details for Each Option:

- A Requirements documentation

*Incorrect. Requirements documentation is an output of the Collect Requirements process that describes how individual requirements meet the business need for the project. Requirements documentation is concerned with the project output and not with stakeholder communications. Note, requirements documentation is different from the communication requirements analysis. The latter is among the tools and techniques used in the Plan Communications Management process to determine the information needs of the project stakeholders.*

**B** Issue log

*Correct. The issue log is a project document that provides the project's history and a record of stakeholder engagement issues. In the scenario, a change in communications protocol is requested, which presents an issue you need to resolve. As part of the Monitor Communications process, you would first update the issue log with the change in communication preferences, then track its progress, and record the resolution.*

**C** Communications management plan

*Incorrect. The communications management plan outlines the process of developing an appropriate approach for project communications activities based on the information needs of each stakeholder or group, available organizational assets, and the needs of the project. In order to change the communications management plan, the request would need to be recorded, analyzed, reviewed, and approved by the proper change control procedure. However, the communications management plan is not the place where change requests are captured.*

**D** Stakeholder engagement plan

*Incorrect. The stakeholder engagement plan identifies the strategies and actions required to promote the productive involvement of stakeholders in decision making and execution. The stakeholder engagement plan establishes an approach to dealing with stakeholders and is not where a change in communication requirements are recorded.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 393*



# PMP Exam Simulator



## PMP Exam 2

Question 192 of 200

Question ID: 613352

Following are the activities and durations on a project schedule. The project is in planning.

If activities C, D and F are on the critical path, what is the total float for activity D?

Activity	Predecessor	Duration
Start	None	0
A	Start	9
B	A,C	3
C	Start	13
D	C	9
E	D	2
F	E	10
G	F	11
H	B,G	3
Finish	H	0

- A 4 days
- B 7 days
- C 0 Days
- D Cannot be determined

✘ Question answered incorrectly

### Hint:

Activity D is on the critical path.

**Correct Answer: C**

**Explanation:**

Total float on any critical path activity is always zero during planning. Total float refers to the amount of time an activity can be delayed or extended from its early start without delaying the project finish date or violating a schedule constraint. Since activity D is on the critical path, it cannot be delayed or extended from its early start without delaying the project finish date or violating a schedule constraint. Therefore, its total float is zero.

**Details for Each Option:**

**A** 4 days

*Incorrect. You might have chosen this answer if you subtracted the duration of D from that of C, but that is not how to calculate total float.*

**B** 7 days

*Incorrect. You might have chosen this answer if you subtracted the duration of E from that of D, but that is not how to calculate total float.*

**C** 0 Days

*Correct. Given that the activity in question is on the critical path, and total float on any critical path activity is always zero during planning, the correct answer is zero days.*

**D** Cannot be determined

*Incorrect. Given the data provided in the question, the total float can be determined. However, in this particular case, no calculation is required, since activity D is on the critical path meaning its total float is zero.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 210-211; see also PMI® Practice Standard for Scheduling – Second Edition*

# PMP Exam Simulator



## PMP Exam 2

Question 193 of 200

Question ID: 612144

A project manager is developing a quality management plan for a project to design a medical device. Given the nature of the product, quality will play a vital role. Additionally, the acceptance criteria for the project deliverables will have a direct impact on quality standards. The project manager wants to gain an understanding of the acceptance criteria.

What document should the project manager review for this purpose?

- A The project charter
- B The requirements management plan
- C The scope statement
- D The acceptance criteria register

⊗ Question answered incorrectly

### Hint:

The correct answer is the component of the project management plan that describes the project's major deliverables along with assumptions and constraints.

**Correct Answer: C**

### Explanation:

The question states that the quality management plan is being developed, which indicates that the Plan Quality Management process is underway. One of the inputs for the Plan Quality Management process is the scope baseline. The WBS, along with the deliverables documented in the project scope statement, is considered while determining which quality standards and objectives are suitable for the project, and which project deliverables and processes will be subjected to quality review. The scope statement includes the acceptance criteria for the deliverables. The definition of acceptance criteria may significantly increase or decrease quality costs and, therefore, project costs. Therefore, of the choices provided, to gain a clear understanding of the acceptance criteria for the project, the project manager should review the scope statement.

### Details for Each Option:

- A The project charter

*Incorrect. The project charter will have the key deliverables of the project as well as project exit criteria among its other components. However, the project charter would not include the acceptance criteria for project deliverables.*

**B** The requirements management plan

*Incorrect. The requirements management plan provides the approach for identifying, analyzing, and managing the requirements that the quality management plan and quality metrics will reference. However, the requirements management plan is not a source for the acceptance criteria, making this an incorrect response.*

**C** The scope statement

*Correct. The scope statement includes the acceptance criteria for the deliverables, making this option the correct choice.*

**D** The acceptance criteria register

*Incorrect. The 'acceptance criteria register' is a made-up term.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 279*

# PMP Exam Simulator



## PMP Exam 2

Question 194 of 200

Question ID: 612381

A project manager works in a weak matrix organization. She intends to use a traditional waterfall approach to manage the project. The project management plan has been approved by the appropriate stakeholders, and the project manager is planning the project kick-off meeting to announce the start of the project and gain commitment among the stakeholders.

Which of the following groups or individuals is the least likely to participate in the kick-off meeting of this project?

- A Project team members
- B End users
- C Project manager
- D Functional managers

✘ Question answered incorrectly

### Hint:

The incorrect answers represent groups or individuals who will all play important roles in project execution.

### Correct Answer: B

### Explanation:

The project manager, project team, and functional leaders will all play a vital role in the success of the project described by the question. It is possible that a few end users will be brought in for product testing and feedback. However, end users in this scenario will not play a significant role in the project and are not part of the project team or the performing organization. Gaining the commitment of the team and key stakeholders to the project is one of the objectives of the kick-off meeting. The project manager does not need to gain the commitment of the end users to the project. End users are more likely to be included in the kick-off meeting of an agile project rather than a project with a traditional waterfall approach. Therefore, of the choices provided, end users are the least likely to participate in the kick-off meeting of the project described in the scenario.

### Details for Each Option:

- A Project team members

*Incorrect. The project team will do the actual work of producing the project deliverables. As such, the team members will play a vital role in the project, and it is essential that they participate in the kick-off meeting.*

**B** End users

*Correct. End users are more likely to be included in the kick-off meeting of an agile project rather than a project carried out in a traditional waterfall approach which is described in the question. In waterfall projects, end users typically are not part of the project team or the performing organization. Therefore, of the available choices, end users are the least likely to participate in the kick-off meeting in this scenario.*

**C** Project manager

*Incorrect. The project manager will lead the execution of the project and should also lead the kick-off meeting. The project manager will play a crucial role in the kick-off meeting, making this response incorrect.*

**D** Functional managers

*Incorrect. The question states that the organization is structured as a weak matrix. In a weak matrix, the functional managers control most of the project resources. Gaining the commitment of the functional managers will be crucial for project success, making their participation in the kick-off meeting vital. Therefore, this option does not represent the best answer to the question asked.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 86*

# PMP Exam Simulator



## PMP Exam 2

Question 195 of 200

Question ID: 612539

A project manager closes out the contracts for a project. A review of vendor performance suggests that it would have been beneficial to understand vendor capabilities better before conducting contract negotiations.

What should the project manager do first?

- A Capture the information in the lessons learned register
- B Update the project management plan
- C Recommend that the same vendor is never used again
- D Begin the Close Project or Phase process

✗ Question answered incorrectly

### Hint:

What proactive step might the project manager take to ensure the knowledge gained is incorporated into future projects?

**Correct Answer: A**

### Explanation:

The scenario implies the project manager is performing the Control Procurements process. The lessons learned register could be updated as an output of this process. Capturing lessons learned to enable continuous improvement should happen on every project so that the knowledge gained is converted into actions. Taking proactive steps can help project managers avoid past mistakes on future projects. Updating the lessons learned register to include more time and resources for the vetting of suppliers will serve as a reminder for future projects. This action represents a proactive measure that ensures the lessons learned are incorporated into future projects.

### Details for Each Option:

- A Capture the information in the lessons learned register

*Correct. The first thing for the project manager to do when knowledge is gained is to capture the information in the lessons learned register.*

- B Update the project management plan

*Incorrect. There is no information presented by the question to suggest that the project management plan should be updated.*

**C** Recommend that the same vendor is never used again

*Incorrect. The question does not state there was something wrong with a specific vendor. The issue seems to be the lack of understanding of vendor capabilities due to the insufficient vetting of vendors prior to contract negotiations. Although a vendor may not have been a good fit for this project, it does not necessarily mean that they would not be a good fit for another project in the future.*

**D** Begin the Close Project or Phase process

*Incorrect. It is unclear from the scenario whether all the work planned for the project has been completed. It is possible that the contract work described in the question scenario is only a portion of the overall project scope. Therefore, starting the Close Project or Phase process may be premature at this point.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 500; see also*



# PMP Exam Simulator



## PMP Exam 2

Question 196 of 200

Question ID: 613619

A project is nearing completion, and the project manager is gathering various documents to aid in the process of finalizing the project. During the execution of the project, both the cost and schedule baselines were updated as a result of delays caused by a force majeure. As part of the closing process, the project manager needs to determine if the project met the expectations that initially justified the project.

What should the project manager do to obtain this information?

- A Review the business case
- B Check the risk register
- C Review the risk report
- D Check the milestone list

⊗ Question answered incorrectly

### Hint:

What business document is produced before the start of the project and provides a cost-benefit analysis to justify the project?

**Correct Answer: A**

### Explanation:

The question indicates that the Close Project or Phase process is being carried out. The business case is used to determine if the expected outcomes from the economic feasibility study used to justify the project occurred. The business case is the document that the project manager should review in this case.

### Details for Each Option:

- A Review the business case

*Correct. While closing a project, the business case is used to determine if the expected outcomes from the economic feasibility study used to justify the project occurred.*

- B Check the risk register

*Incorrect. The risk register provides information on risks that have been identified and occurred throughout the project but is not useful in determining if the project met expectations.*

**C** Review the risk report

*Incorrect. The risk report summarizes information on individual project risks. The risk report does not contain information on project performance and expectations.*

**D** Check the milestone list

*Incorrect. The milestone list shows the final dates on which the project milestones have been accomplished but is not helpful in determining if the project succeeded in meeting its objectives.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 125*

# PMP Exam Simulator



## PMP Exam 2

Question 197 of 200

Question ID: 612307

You have subcontracted some of the more technically challenging work on your project to a vendor. The vendor delivered as per the contractual obligations specified in the requirements documentation, but you are not satisfied with the deliverables because they are not exactly what you expected.

What should you do next?

- A Accept the deliverables from the vendor
- B Proceed with claims administration
- C Withhold payment until the issue is resolved
- D Terminate the contract for cause

⊗ Question answered incorrectly

### Hint:

Have the terms and the conditions of the contract been fulfilled?

**Correct Answer: A**

### Explanation:

The question states that the work has been completed as per the contractual obligations specified in the requirements documentation. Therefore, the vendor has met the acceptance criteria as described in the terms and conditions of the contract. Although you, as the project manager, are not satisfied with the deliverables because they are not what you expected, the vendor has fulfilled their contractual obligations. Realistically, you would likely negotiate a new or amended contract with the vendor to align the deliverables with your requirements/expectations better. However, the negotiation was not listed as an answer choice. Therefore, of the available options, accepting the deliverables is the best answer to the question asked.

### Details for Each Option:

- A Accept the deliverables from the vendor

*Correct. The question states that the work has been completed as per the contractual obligations specified in the requirements documentation. Therefore, the vendor has met the acceptance criteria as described in the terms and conditions of the contract, and the deliverables have to be accepted.*

**B** Proceed with claims administration

*Incorrect. Claims administration is an unwarranted action in the situation described by the question. There is no indication that the vendor did not complete the agreed-upon work.*

**C** Withhold payment until the issue is resolved

*Incorrect. There is no information provided by the question to suggest that the vendor made changes or constructive changes and failed to meet their contractual obligations, warranting you to withhold the payment.*

**D** Terminate the contract for cause

*Incorrect. Termination for cause is warranted only in response to a material breach of the contract by the other party. The scenario does not provide an indication of a breach of contract.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 485, 498-499*

# PMP Exam Simulator



## PMP Exam 2

Question 198 of 200

Question ID: 613012

You are about to hold a kick-off meeting to begin planning for a small project you have been assigned to manage. A stakeholder who has been out of the office for most of the project's initiation phase, asks you for more information about how the project will impact his department.

Which one of the following would be the most appropriate to provide the stakeholder?

- A The project scope statement
- B The approved project charter
- C The project management plan
- D The business case

⊗ Question answered incorrectly

### Hint:

At this point in the project life cycle, what document contains the most information about the project?

**Correct Answer: B**

### Explanation:

For small projects, there is usually one team that performs the planning and the execution. In this case, the kick-off meeting occurs shortly after initiation, in the Planning Process Group, because the team is involved in planning. Based on the scenario described, the project you are managing is small, implying planning has just begun. Therefore, neither the project management plan nor the project scope statement has been created. Of the two remaining choices, providing the approved project charter is more appropriate than providing a business case because the approved project charter contains more specific information about the project, including the project's key deliverables, milestones, and the roles and responsibilities of stakeholders.

### Details for Each Option:

- A The project scope statement

*Incorrect. The project scope statement describes the project scope, major deliverables, assumptions, and constraints. The project scope statement is an output of the Define Scope process in the Planning Process Group. The scenario implies that the Planning Process Group processes have not started; therefore, the project scope*

statement could not have been developed yet. For this reason, you can eliminate this answer choice as the correct answer.

**B** The approved project charter

*Correct. In addition to authorizing the project's existence, the approved project charter documents high-level information on the product, service, or result the project is intended to satisfy. The project charter provides all the information known at this point in the project life cycle, including the key deliverables, the summary milestones, and roles and responsibilities of key stakeholders. This information will likely help the stakeholder understand how the project will impact his department. Therefore, of the choices available, providing the stakeholder with the approved project charter is the best answer to the question asked.*

**C** The project management plan

*Incorrect. The project management plan describes how the project will be executed, monitored and controlled, and closed. The project management plan is an output of the Develop Project Management Plan process in the Planning Process Group. In this case, none of the planning processes have started, and therefore the project management plan would be unavailable to provide to the stakeholder.*

**D** The business case

*Incorrect. A business case is a documented feasibility study usually used as a basis for the authorization of further project initiating activities. The business case is less appropriate in this scenario because it does not contain as much project specific information as the approved project charter.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 53, 81, 86, 561*

# PMP Exam Simulator



## PMP Exam 2

Question 199 of 200

Question ID: 612289

When is the project management plan approved for the first time in the project life cycle?

- A At the start of project execution
- B At the end of project planning before project execution
- C At any point in the project life cycle
- D During project initiation

✗ Question answered incorrectly

### Hint:

The answer can be found in the planning domain of the Project Management Professional (PMP)® Examination Content Outline.

### Correct Answer: B

### Explanation:

The Project Management Professional (PMP)® Examination Content Outline contains a list of tasks for each domain, with which PMP aspirants are expected to be familiar. Task #11 of the planning domain states, "Present the project management plan to the relevant stakeholders according to applicable policies and procedures in order to obtain approval to proceed with project execution." Therefore, the approval of the project management plan should occur at the end of project planning and before project execution.

### Details for Each Option:

- A At the start of project execution

*Incorrect. The project management plan should be presented to the relevant stakeholders and approved before project execution begins.*

- B At the end of project planning before project execution

*Correct. Task #11 of the planning domain of the Project Management Professional (PMP)® Examination Content Outline states, "Present the project management plan to the relevant stakeholders according to applicable policies and procedures in order to obtain approval to proceed with project execution." Therefore, approval of the project management plan should occur at the end of project planning and before project execution.*

**C** At any point in the project life cycle

*Incorrect. Running a project without having an approved project management plan goes against best project management practices.*

**D** During project initiation

*Incorrect. The Initiating Process Group consists of two processes, Develop Project Charter and Identify Stakeholders. These processes should be completed before project planning can begin. Since the development of the project management plan takes place during project planning, approving the project management plan during project initiation is an incorrect answer.*

**Reference:**

Project Management Professional (PMP)<sup>®</sup> Examination Content Outline, Project Management Institute Inc., June 2015, Domain II, Task 11



# PMP Exam Simulator



## PMP Exam 2

Question 200 of 200

Question ID: 613792

For your project, you are unsure if a part can be manufactured using the new material according to the ultra-precise thickness required.

What would be the best tool to determine if the production line is consistently producing parts with the required quality standards?

- A** Ishikawa diagrams
- B** Control charts
- C** Flowcharts
- D** Statistical sampling

⊗ **Question answered incorrectly**

### Hint:

What tool can be used in Control Quality to determine whether a process has stable performance?

**Correct Answer: B**

### Explanation:

Control charts are used to help determine if the results of a process are within acceptable limits. In this scenario, the thickness of the newly designed part must be within a predetermined range to be acceptable. The production line may or may not be able to continually produce the part with an acceptable thickness. During the Control Quality process, measurements of the thickness can be taken and plotted on a chart. The resulting control chart shows whether the results are consistently within the acceptable limits and whether the production line is producing products of acceptable quality.

### Details for Each Option:

- A** Ishikawa diagrams  
*Incorrect. Ishikawa diagrams, also known as fishbone diagrams, are used to help identify the primary or root cause of a problem. In this scenario, you have yet to know if there is a problem. Therefore, this is an incorrect answer.*
- B** Control charts

*Correct. Control charts are used to determine if a process is producing results that are within acceptable limits. The thickness of the newly manufactured part has specific requirements. Measurements can be taken as the piece comes off the production line, plotted on a control chart, and monitored to determine if the production line is consistently producing parts that meet the quality requirements. Therefore, this is the best answer to the question asked.*

**C** Flowcharts

*Incorrect. A flowchart graphically displays the sequence of steps for a process that transforms inputs into outputs. Flowcharts can be used for process improvements. In this scenario, you have yet to know if the manufacturing process requires any improvements. Therefore, this is an incorrect answer.*

**D** Statistical sampling

*Incorrect. Statistical sampling involves choosing and inspecting only a portion of the parts produced. The sample size is determined during the Plan Quality Management process but only refers to a predefined number of pieces that will be inspected, not whether the production line is consistently producing parts with the required quality standards. Therefore, this is not the best answer.*

**Reference:**

*A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) 304*