



**PMP**

## **Exam Questions PMP**

Project Management Professional

#### NEW QUESTION 1

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

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

**Answer:** A

#### NEW QUESTION 2

A project manager is part of a global project team and is in charge of managing the scope defined by their country. There is a clear division regarding which pieces of the scope should be treated by global and local teams. During the last sprints, the project manager has been receiving requests that the global team should handle.

What should the project manager do in this situation?

- A. Reject the workload back to the global team.
- B. Assess the team's capacity to absorb the workload.
- C. Evaluate and understand the cause of the conflict.
- D. Escalate the situation to the project sponsor.

**Answer:** C

#### NEW QUESTION 3

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

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

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

**Answer:** A

#### NEW QUESTION 4

A stakeholder informs the project manager about a few compliance-related gaps and issues. The stakeholder then presents several suggestions to the project manager to address the issues.

What should the project manager do?

- A. Use the compliance issues to identify coaching and mentoring opportunities.
- B. Log the feedback from the compliance gaps in the lessons learned register.
- C. Review this with the project sponsor to avoid compliance gaps and issues.
- D. Discuss the suggestions with the staff responsible for the compliance issues.

**Answer:** D

#### NEW QUESTION 5

A project team is implementing a hosted system for a third party. Just before going live, the customer asks the project team to include additional functionality. The project team identified risks to the delivery date and informed the project manager that some of the requested functions are in conflict with the agreed scope.

What should the project manager do?

- A. Discuss with the team, estimate the effort, and raise a change request.
- B. Discuss with the customer the risks identified and team's concerns.
- C. Ask the team to deliver the functionality on the agreed go-live date.
- D. Ask the customer to go live and add the new functionality in the backlog.

**Answer:** A

#### NEW QUESTION 6

A project is ready to start, and resources are allocated. The development manager then informs the project manager that a critical resource is no longer available due to a family emergency. The development manager indicates that all other developers have been assigned to other projects, and there is no capacity for any developer to take on additional work. What should the project manager do next to fulfill this resource need?

- A. Determine resource allocation options based on project priority.
- B. Apply changes to the existing resource allocations and inform the development manager.
- C. Meet with the sponsor to determine how to rebaseline the schedule.
- D. Inform the sponsor of the situation and request an extension of the target completion date.

**Answer:** A

#### NEW QUESTION 7

A project manager has just been hired by a company without a project management governance structure. During the kick-off meeting, a key stakeholder emphasizes the importance of the project meeting the company's strategy, investment, and compliance requirements. What should the project manager do?

- A. Replicate the organizational governance to the project governance.
- B. Put into place a project governance model in line with the requirements.
- C. Create an organizational project management governance.
- D. Ask the organization to create a project portfolio governance.

**Answer: B**

#### NEW QUESTION 8

A project sponsor insists that the project scope for a new product launch should include two geographical locations. However, after the project scoping session was done, a project charter was completed and approved with one location only. What should the project manager do?

- A. Ask the sponsor to increase the budget and schedule of the project to accommodate the additional scope.
- B. Encourage the sponsor to start another project for the additional location so that the current project is not impacted.
- C. Assess the impact to the scope and submit a change request for approval of the two locations before including them in the scope of the project.
- D. Discuss with the sponsor that the project scope is approved and it is not possible to include two locations as it will affect the budget.

**Answer: C**

#### NEW QUESTION 9

A global program is being kicked off, and various distributed teams are involved in delivering the initiative. Besides planning and executing the scope for the initiative, team interactions must be considered. How should the project teams interact in their meetings?

- A. Phone conversations
- B. Video conferencing
- C. Encrypted emails
- D. Chat conversations

**Answer: B**

#### NEW QUESTION 10

A project manager is developing the stakeholder register and is having trouble understanding the motivation of some of the stakeholders. What should the project manager do to get this information?

- A. Organize a one-on-one conversation with each stakeholder.
- B. Request stakeholders articulate their motivations at the kick-off meeting.
- C. Email project objectives to all stakeholders and ask for endorsement.
- D. Identify each stakeholder's motivations from the business case.

**Answer: A**

#### NEW QUESTION 10

During a regular project progress meeting, the CEO informed the project manager that a major stakeholder has been unaware of recent developments on the project. The project manager is sure that the stakeholder was duly identified and classified in the stakeholder register. Which project document should the project manager review in order to determine the reason for this issue?

- A. Requirements traceability matrix
- B. Stakeholder register
- C. Stakeholder engagement assessment matrix
- D. Issue log

**Answer: C**

#### NEW QUESTION 13

A project manager is part of an organization that is assessing the use of agile delivery approaches. A new project management office (PMO) manager who had a bad experience with a Scrum approach recommended that the project board replace Scrum with a predictive approach. What should the project manager do?

- A. Review the benefits realization plan to include the cost of the change.
- B. Define a project management plan for the new approach, as needed.
- C. Define a risk management plan for the new approach, as needed.
- D. Review the communications management plan to identify new stakeholders.

**Answer: A**

#### NEW QUESTION 14

A project has met the agreed-upon product requirements and is closing. There is time remaining in the schedule and excess budget. The resources are not yet scheduled to move to other projects. Several product champions want to continue adding functionality to the product. What should the project manager do?

- A. Use the remaining time and resources to add additional scope to the project without spending the project budget.
- B. Ensure product quality by spending the remaining resources and time on additional quality checks for the product.
- C. Acknowledge the project closure criteria has been met and release the remaining budget and resources.

D. Obtain approval from the sponsor to add additional functionality to the project deliverables with the leftover budget.

**Answer: C**

#### NEW QUESTION 17

During the early phase of a project, the requirements documentation was not approved. It was identified that the leader of a user party was not included in any of the requirements collection communications.

Which of the documents was likely missed or outdated?

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

**Answer: B**

#### NEW QUESTION 22

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

What should the project manager do?

- A. Perform quality control analysis.
- B. Perform schedule analysis.
- C. Perform trend analysis.
- D. Perform root cause analysis (RCA).

**Answer: C**

#### NEW QUESTION 27

A team has developed and tested new software to control airplanes during flights. There are several regulatory requirements that must be met. What should the project manager do to meet these requirements?

- A. Determine potential threats regarding compliance with the regulations.
- B. Ask human resources (HR) to assign a compliance specialist to the team.
- C. Validate that the software is compliant with standards and regulations.
- D. Measure the extent to which the project complies with the regulations.

**Answer: A**

#### NEW QUESTION 28

A project manager is working with a Scrum team that is continually missing deadlines. The steering committee is concerned about the project as it is not clear that it will deliver the expected value. After some analysis, the project manager discovers there is a mismatch of competencies in one of the teams.

What should the project manager do?

- A. Provide appropriate training to compensate for the mismatch.
- B. Emphasize to the teams the importance of meeting the agreed deadlines.
- C. Update the project schedule to reflect the delay.
- D. Accept the risk of the project missing deadlines due to the mismatch.

**Answer: A**

#### NEW QUESTION 29

A senior project manager has included a junior project manager as part of the project team. During a coaching session, the junior project manager asks the senior project manager how to be efficient and reduce rework. How should the senior project manager respond?

- A. Use a work breakdown structure (WBS) to create a project schedule based on the project and resource requirements.
- B. Monitor resource allocation to ensure that team members work 8 hours per day.
- C. Assign project tasks to the team regardless of their skills to accomplish the project schedule.
- D. Schedule daily meetings with key stakeholders to assess the effectiveness of the project management plan.

**Answer: A**

#### NEW QUESTION 32

A project manager is working on a multinational project that has more than 100 stakeholders. The project manager is concerned about the appropriate stakeholder participation and involvement level required for successful project delivery. What should the project manager do?

- A. Communicate with the stakeholders to find a solution.
- B. Review the issue log with the project stakeholders.
- C. Evaluate the stakeholder engagement assessment matrix.
- D. Perform a stakeholder assumption and constraint analysis.

**Answer: C**

#### NEW QUESTION 37

A project team is using one of the visual management tools to identify dependencies. It was identified that domain knowledge from one team needs to be shared

with another team to ensure the continuity of deliverables. What should the project manager do?

- A. Merge both teams into one team so the knowledge is commonly available.
- B. Remove the dependency to eliminate the need for knowledge sharing.
- C. Redistribute the team members so knowledge is available in both teams.
- D. Request the respective teams to plan for knowledge-sharing sessions.

**Answer: D**

#### NEW QUESTION 42

A project manager was replaced in the early phases of a new project. The new project manager discovers that the business team is not supporting the project. After discussing these concerns with the team, it is determined that the project does not have the full support of senior management. What should the new project manager do next?

- A. Send out a status report describing the situation to the stakeholders and request general assistance.
- B. Request the business team to clearly define their issues with the project work completed to date.
- C. Study the stakeholder analysis to understand which stakeholder holds the most influence and seek their assistance.
- D. Ask senior management to be more involved with the project and to provide their full support.

**Answer: C**

#### NEW QUESTION 44

Project stakeholders are engaged in a discussion on how to achieve the best user experience in the design of a new application. The agile team is divided on the approach. The conflict is more of a collective disagreement than an outright conflict. What should the project manager do next?

- A. Apply appropriate conflict resolution techniques to solve the issue.
- B. Call a team meeting to have a formal discussion of the issue.
- C. Allow the team to work through it on their own unless help is needed.
- D. Engage in individual conversation with each team member.

**Answer: A**

#### NEW QUESTION 47

At the end of a project's initiation phase, the budget was developed and sent to the approval board. During the approval meeting, one of the key stakeholders asked how the budget was developed for future uncertainties. How should the project manager reply?

- A. Recurrent team meetings are planned to control the budget against future uncertainties.
- B. Probabilistic analysis was used to develop the budget to address future uncertainties.
- C. The budget was developed by using the lessons learned from previous project data.
- D. Feedback from stakeholders will be addressed at each board meeting to adapt the budget.

**Answer: A**

#### NEW QUESTION 48

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

- A. Quality process
- B. Quality management plan
- C. Organizational process assets (OPAs)
- D. Project charter

**Answer: C**

#### NEW QUESTION 52

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

- A. Assign critical tasks to the most experienced team members.
- B. Review the budget with the team for the needed resources.
- C. Review lessons learned from similar projects with the team.
- D. Explain the higher-level objectives to be assigned to the team.

**Answer: C**

#### NEW QUESTION 54

Knowledge sharing has been a key priority for a complex technological project with a large number of team members. During the project execution phase, the project manager receives numerous complaints from all team members that they are overloaded with knowledge-sharing emails, which contain useful information but are unmanageable due to the high volume. What should the project manager do to solve this problem?

- A. Establish an unofficial communications method for the team to share knowledge and lessons learned.
- B. Establish a pull communications method to access knowledge repositories and lessons learned.
- C. Establish an interactive communications method between stakeholders to share knowledge and lessons learned.
- D. Establish a push communications method for the team to share knowledge and lessons learned.



**Answer: B**

#### NEW QUESTION 58

A project manager is newly appointed to lead a project team that will be working remotely. The project manager decided to use a set of tools that worked well for previous projects. However, a few team members are not happy with this plan. What should the project manager have done to avoid this?

- A. Asked the project sponsor for approval to purchase the newest collaboration tool on the market.
- B. Met with the project team to determine their collaboration needs and identified tools that will work best.
- C. Allowed the project team members to use the tools that will work best for them for this project.
- D. Delegated the responsibility of selecting the collaboration tools to the project's technical lead.

**Answer: B**

#### NEW QUESTION 59

A customer initiated a minor scope change and expects this to be completed without delays or additional costs. The project manager believes that they have adequate authorization to make the decision themselves but is not quite sure. What should the project manager do next?

- A. Use the project contingency and implement the change without charging the customer, since the customer's satisfaction is top priority.
- B. Exploit this change opportunity and calculate the cost, risk, and time, then add a reasonable margin and submit to the customer.
- C. Use the Perform Integrated Change Control process and submit this to the change control board (CCB) for approval.
- D. Keep the change pending and decide to take this up as part of final settlement at the end of the project.

**Answer: C**

#### NEW QUESTION 61

Midway through the execution of an agile project, there is a shift in the strategic objectives at the organization level to promote digital transformation. What should the project manager do next?

- A. Prepare a user story to handle the change and assign it to the next iteration.
- B. Escalate to the product owner and cancel the upcoming iterations.
- C. Update the risk-prioritized backlog with the strategic change.
- D. Schedule a meeting with the team to assess the impact of the change.

**Answer: D**

#### NEW QUESTION 62

A project manager is planning a project with multiple work packages. Each work package has its own defined scope, but funding will be at the project level. How should the project manager determine if the allocated resource budget is sufficient to cover the resource costs of the project?

- A. Divide the allocated budget by the number of work packages and verify that each work package can be completed within the allocated budget.
- B. Estimate the costs at the work package level and add those costs to calculate the total cost of the project and compare it to the allocated budget.
- C. Create a budget burndown and a scope burnup and then verify that the project scope is completed before the allocated budget is depleted.
- D. Fund each work package in the order of its importance and shift any remaining scope from nonfunded work packages to funded work packages.

**Answer: B**

#### NEW QUESTION 66

A project team is implementing an enterprise notification tool with a vendor. The project manager noticed that this vendor's developer has been reporting the same status for several weeks in a row. A few days later, the vendor communicates that the deliverable will not be completed on time due to resource constraints within their company. What should the project manager do next?

- A. Update the risk register to reflect the delay, communicate the impact to the schedule, and escalate to management for assistance.
- B. Conduct a project review with the project sponsor to explain the delay and add a developer to work with the vendor.
- C. Review the contract with the vendor to go over the financial penalty that is applicable to this situation.
- D. Add the delay to the issue log and work with the vendor for a resolution that will bring the schedule back on track.

**Answer: D**

#### NEW QUESTION 69

A project manager is leading a technically complex project. The project is part of a strategic program of work and the first to use an agile approach. One of the board members is interested in attending a meeting to see how the delivery of the project scope is progressing. What should the project lead do?

- A. Invite the board member to the next daily standup.
- B. Invite the board member to the next sprint retrospective.
- C. Invite the board member to a separate demo.
- D. Invite the board member to the next sprint review.

**Answer: D**

#### NEW QUESTION 70

During the lessons learned workshop, one stakeholder mentioned that the project was unsuccessful as it did not deliver the expected business value. What should

the project manager do to address this concern?

- A. Review the project management plan tasks with the stakeholders.
- B. Review the project management plan budget with the stakeholders.
- C. Review the business benefits realization plan with the stakeholders.
- D. Review the communications management plan with the stakeholders,

**Answer: C**

#### NEW QUESTION 75

A customer's technical lead discussed a new feature with the project manager. The project manager believes the new feature will boost performance significantly and adds it as a high-priority item in the sprint backlog. At the end of the sprint, all of the planned stories were not completed because the new feature took more time.

What should the project manager do next?

- A. Receive an agreement from the product owner and add the new story to the product backlog.
- B. Agree with the project team to modify and delete some of the stories in the current sprint backlog.
- C. Obtain approval from the project team and add the new story to the product backlog.
- D. Negotiate with the scrum master before adding the new story to the sprint backlog.

**Answer: A**

#### NEW QUESTION 77

How can agile measurements improve upon predictive measurements in cases where the final 10% of a project takes longer than planned?

- A. By scheduling iterative meetings with the product owner to improve project tracking
- B. By focusing on the delivery of incremental working products to the customer
- C. By reviewing burnup charts to determine the effort required against estimated earned value
- D. By conducting daily standups to more accurately track project deliverables

**Answer: C**

#### NEW QUESTION 81

A project is currently in the execution phase. Because of the complexity of the project and the large number of regulatory requirements involved, the project manager decides to hold a management review with senior executives to ensure the successful implementation of project deliverables.

What should the project manager review during the management review to ensure the meeting is effective?

- A. The deliverables that are performing well and those that need more work.
- B. Metrics and key performance indicators (KPIs) that objectively reflect the status of deliverables.
- C. Potential changes to the project's strategy and the feedback from senior executives.
- D. Specialized reports created specifically for the meeting as per directions from the project sponsor.

**Answer: B**

#### NEW QUESTION 83

A primary stakeholder is unable to join the project status meetings consistently. The project manager has been communicating with this stakeholder informally and regularly to ensure that the stakeholder is up to date on the project. However, the project manager has recently resigned and will not be meeting with the new project manager prior to departure.

How should the project manager ensure that the new project manager continues to update this particular stakeholder?

- A. Update the communications management plan with specific information on stakeholder engagement.
- B. Update the stakeholder engagement plan with the specific communication needs for the stakeholder.
- C. Ensure that the project team has been provided guidance on the specific needs of this stakeholder.
- D. Ensure that the project documents contain specific instructions regarding the stakeholder.

**Answer: A**

#### NEW QUESTION 84

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

What should the project manager do?

- A. Register a risk and escalate it to the project sponsor.
- B. Include the responsibility for acquisition with the core team.
- C. Detail the reason for the deliverable delay in the status report.
- D. Invite the stakeholders to discuss prioritization of a new deliverable.

**Answer: D**

#### NEW QUESTION 85

A new law was published about zoning permits for telecom towers. This may cause cost and schedule overruns for the new network rollout.

What should the project manager do?

- A. Assess and prioritize the impact of the new law on the project plan.
- B. Update the project plan because the law is an obligation for the project.
- C. Minimize the scope to catch the cost and schedule baseline.
- D. Meet the sponsor to ask for additional time and budget increase.

**Answer:** A

#### NEW QUESTION 89

An experienced project manager is leading an enthusiastic team but realizes the team lacks the experience to complete the job successfully. What should the project manager do to reduce the risk of project failure?

- A. Ask the sponsor to add experienced professionals to the team.
- B. Assign a dedicated resource to check the quality of each deliverable.
- C. Approve the appropriate training program for team members.
- D. Provide team members with the necessary coaching and mentoring.

**Answer:** D

#### NEW QUESTION 93

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

- A. Ensured that the SMEs correctly defined the project scope and the machine model.
- B. Ensured the project sponsor provided enough funding to purchase the latest version of the machine.
- C. Ensured that regulatory compliance was considered in the quality management plan.
- D. Ensured that the technical team researched and selected the latest model of the machine.

**Answer:** C

#### NEW QUESTION 96

A human resource (HR) acquisition process for a large project has recently changed. One major process change includes the approval of the financial manager and the recruitment manager. This change to the process implies longer processing. The project urgently needs new resources. What should the project manager do?

- A. Adapt the resource management plan and ask for financial approval before sending it to the customer.
- B. Assess the impact of the change and review the project management plan for next steps.
- C. Ask the financial manager to delay implementation due to potential project delays and penalties.
- D. Review the project schedule to determine which technique will reduce impact on project duration.

**Answer:** B

#### NEW QUESTION 98

A subject matter expert (SME) external to the project team provides a suggestion that will save the project delivery time. This SME has available time to support the project, but was not planned to be involved in the current agile iteration. What should the project manager do?

- A. Bring the SME on board immediately and discuss the implications later.
- B. Ask the existing team members to collaborate with the SME and complete the activity.
- C. Ask the SME to complete all of the necessary changes, which will save time.
- D. Direct the team member to ignore the SME's changes as they were not planned.

**Answer:** B

#### NEW QUESTION 100

A project manager is assigned to a new project that will launch the digital version of a current product. Even though the product is well known, the vision for its digital version is not clear to the stakeholders. What should the project manager do to increase value delivery?

- A. Use spikes to dig deeper into the technical challenges of the new product, thus reducing the technical risk.
- B. Create a visual task board with all of the relevant stakeholders to support backlog prioritization.
- C. Work with the team on the definition of a minimum viable product (MVP) and present it to the stakeholders.
- D. Gather the team to create a comprehensive product roadmap but only commit to requirements for the next quarter.

**Answer:** C

#### NEW QUESTION 102

During a monthly review meeting, a high-performing team member raised a concern about the quality feedback mechanism. The team member expressed that they are not able to deliver high-quality output. What should the project manager do first?

- A. Assign the work based on the skill sets of team members.
- B. Request feedback from stakeholders about the quality delivery.
- C. Assign the work in consultation with the functional manager.
- D. Discuss this with the team and review the quality process.

**Answer:** D

#### NEW QUESTION 107

A new file vault system vendor is being considered by a protect sponsor who has supported several projects over the previous year. What should the project manager review to assist the sponsor on the decision?



- A. Lessons learned database
- B. Procurement strategy
- C. Vendor's website
- D. Appropriate financial regulations

**Answer:** A

#### NEW QUESTION 109

A project manager in a matrix organization has been assigned to a system solution project with tight time lines. There are two resources assigned as part of the solution team: one who is experienced and one who is new. During development, the project manager notices that the resources disagree on the solution approach.

What should the project manager do next to deliver a reliable solution?

- A. Meet with the resources and agree that the more experienced resource's approach has proven to be effective in the past.
- B. Meet with each resource's functional manager and arrive at a common approach that is appropriate for the project's constraints.
- C. Meet with the entire project team and decide on a further course of action based on team consensus.
- D. Meet with the resources together and find common ground on viewpoints to compromise on an approach.

**Answer:** C

#### NEW QUESTION 111

An agile team has released the second version of its product, but the feedback is that the software has many bugs that compromise the user experience. What should the project manager do?

- A. Facilitate the next retrospective meeting, focusing the team on analyzing root causes and proposing solutions.
- B. Closely evaluate the skill set of the team, looking for technical gaps that need to be filled in order to improve quality.
- C. Hire an external consultancy firm to focus on testing and quality control to avoid the issue in the future.
- D. Propose an internal program that offers incentives for the team members who find and fix bugs.

**Answer:** A

#### NEW QUESTION 116

A project manager holds periodic progress review meetings to discuss issues. What should the project manager do first on the agenda?

- A. Produce lessons learned documentation.
- B. Elaborate the risk mitigation strategy and risk register.
- C. Formulate project management plan integration.
- D. Update resolution approaches and action assignments.

**Answer:** D

#### NEW QUESTION 119

A software development project completed the initiation phase. The technical design was approved by the project steering committee. Later, it was discovered that the design will impact the company's production system. A new technical design must be found and this could delay the project by 3 months. What should the project manager do first?

- A. Log the technical design delay as a risk in the project risk log.
- B. Set up a steering committee session to review the project delay.
- C. Continue with the approved design so that the project is not delayed.
- D. Ask the steering committee to approve a new technical design.

**Answer:** A

#### NEW QUESTION 123

A project team is working on the design of a solution for a complex project. Due to a lack of clarity of the customer's requirements, daily meetings were agreed upon between the team and the customer. There are a few external contractors in the project who do not agree with this idea as they feel it is a waste of time. What should the project manager do?

- A. Welcome and involve the contractors as part of the project team.
- B. Ask the contractors to meet with the customer independently.
- C. Ask the customer to develop a document with the requirements.
- D. Warn and penalize the contractors who do not attend the meeting.

**Answer:** A

#### NEW QUESTION 128

A project manager is using an agile approach. During the sprint planning meeting, the product owner flagged a backlog item as high business value and easy to implement. However, the other team members identified a high dependency between this item and another item that is flagged as low business value and high complexity.

What should the project manager do to support the backlog prioritization?

- A. Prioritize the item flagged as high business value and low complexity for this sprint.
- B. Support the team to move both items to the next sprint when the team will know more.
- C. Facilitate the discussion until the team reaches an agreement about the two items.
- D. Prioritize the item flagged as a dependency with low business value and high complexity.

**Answer:** C

#### NEW QUESTION 132

Several components of an expensive manufacturing project have been returned by the customer. The customer is complaining that the quality of the components is poor and is concerned that, as a result, their products will be returned due to quality issues.

The project manager is certain that quality has been maintained.

How should the project manager communicate with the customer to help assure them that the project has produced quality products?

- A. Show the customer the tolerance and control limits.
- B. Show the customer sample results from the current batch.
- C. Show the customer a sample history of quality.
- D. Show the customer the quality control measurements.

**Answer: D**

#### NEW QUESTION 135

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

Which approach should be used in this situation?

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

**Answer: B**

#### NEW QUESTION 137

A project manager is part of an organization that is assessing the use of agile delivery approaches. A new project management office (PMO) manager who had a bad experience with a Scrum approach recommended that the project board replace Scrum with a predictive approach.

What should the project manager do?

- A. Review the benefits realization plan to include the cost of the change.
- B. Define a project management plan for the new approach, as needed.
- C. Define a risk management plan for the new approach, as needed.
- D. Review the communications management plan to identify new stakeholders.

**Answer: A**

#### NEW QUESTION 139

A project manager receives a suggestion from a team member for improving the product attributes without impacting the schedule or cost. This will add value to the project and the customer.

What should the project manager do?

- A. Ask the team member to submit a formal change request.
- B. Accept the suggestion as it has no impact on the project.
- C. Ask another team member to validate the impacts of the suggestion.
- D. Reject the suggestion and ask the team member to focus on executing the plan.

**Answer: A**

#### NEW QUESTION 141

A customer has provided excellent feedback on the project. However, a key project resource is leaving the company.

Which measure should mitigate the impact of this key resource's departure?

- A. Offer a new contract to the resource who is leaving.
- B. Establish a proactive knowledge-sharing plan.
- C. Update the risk register and inform the customer.
- D. Develop a contingency budget to replace the key resource.

**Answer: B**

#### NEW QUESTION 144

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

How can the project manager ensure that the appropriate acceptance criteria are applied to the features?

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

**Answer: B**

#### NEW QUESTION 147

A senior manager attends one of the project review meetings and expresses concern that the project will not meet the quality standards. What should the project manager do?

- A. Estimate the backlog items to forecast quality.
- B. Ask the senior manager to approve the user acceptance testing (UAT) plan.
- C. Review the quality management plan with the senior manager.
- D. Inform the senior manager that there are approved quality standards.

**Answer: C**

#### NEW QUESTION 149

A project is in the execution phase. The client was actively involved in the early stages but has been less engaged lately. A number of changes to the requirements have recently been requested. What should the project manager do next?

- A. Reject the changes and stay the original course as initially agreed with the client.
- B. Review the changes and make the decision based on the project team's recommendations.
- C. Discuss the changes with the client and jointly make the decision on how to proceed.
- D. Review the risk register to see if mitigations have already been outlined for this scenario.

**Answer: C**

#### NEW QUESTION 154

A project team created user stories after understanding the customer requirements. As the project progresses, the project manager observes that there are too many change requests. The team feels that the outcomes they are working on are not aligned with the customer requirements. What should the project manager do?

- A. Refer to the configuration management knowledge base for similar projects delivered in the past.
- B. Arrange for a workshop with the customer to understand the business values expected from the outcomes.
- C. Include a representative from the customer to work collaboratively with the team.
- D. Acknowledge that the current team needs improvement and hire more qualified team members.

**Answer: C**

#### NEW QUESTION 158

A large multi-national company works on a project in an emerging-economy country. All business matters are conducted in local currency. During the course of the project, the budget becomes the primary concern due to currency instability in the country. What should the project manager do next?

- A. Evaluate the situation with the team
- B. Escalate the risk to the project sponsor
- C. Use the project's contingency reserve
- D. Ask for additional budget from the client

**Answer: C**

#### NEW QUESTION 162

A project manager starts to receive emails from different stakeholders requesting information about the project status. What should the project manager do to avoid this in the future?

- A. Schedule weekly project status meetings with all stakeholders including the customer and internal resources.
- B. Include the project stakeholders' needs while planning the project communications strategy.
- C. Designate a team member to respond to the emails from these stakeholders.
- D. Include the stakeholders' emails in all of the project status communications.

**Answer: D**

#### NEW QUESTION 163

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

- A. Involve business stakeholders in the iteration retrospective.
- B. Include the business stakeholders in the iteration review.
- C. Review the backlog in detail with the business stakeholders.
- D. Create a task for the iteration review and add it to the backlog.

**Answer: B**

#### NEW QUESTION 165

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

- A. Review the Pareto diagram to identify the source of delays.
- B. Meet with the team in 2 weeks to respond to all of the open tasks.
- C. Consolidate the decision-making authority to remain with the project manager.
- D. Delegate the decision-making authority of some tasks to the team.

**Answer: D**

#### NEW QUESTION 168

A company has appointed a supplier to deliver software and has assigned an internal project manager. The supplier states that no technical development or testing is required from the customer. The project manager would like to confirm this with all of the stakeholders. What should the internal project manager do first?

- A. Distribute the project plan to all of the interested parties.
- B. Host an alignment session with stakeholders to formalize the project requirements.
- C. Communicate to the supplier that customer testing is required.
- D. Develop a user acceptance testing plan to ensure the quality of the deliverables.

**Answer: B**

#### NEW QUESTION 172

A project manager manages a bridge construction project. The project manager has received a major change request from a regulatory stakeholder to add one branch of the bridge to the engineering design. The project manager prepared a change request, which was reviewed and accepted by the change control board (CCB). What should the project manager do now?

- A. Notify the project team about the change request's approval.
- B. Include the new branch of the bridge in the design.
- C. Communicate the decision to the stakeholder who requested the change.
- D. Evaluate the adjustments to the project management plan.

**Answer: D**

#### NEW QUESTION 174

After conducting a performance assessment, the project manager identified that some gaps still exist. What should the project manager ensure?

- A. Assessment results are kept private and not shared among team members.
- B. Performance improvement programs are organized for all team members who were assessed.
- C. All team members rotate their job schedules immediately to make them versatile.
- D. Awards are given to all team members for playing a role in the project and undertaking the assessment.

**Answer: B**

#### NEW QUESTION 179

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

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

**Answer: C**

#### NEW QUESTION 184

A project manager is working on a financial system implementation project for a government company. One of the key stakeholders, who uses predictive approaches, does not like virtual tools such as chats, task trackers, and so forth. They prefer email, telephone calls, and face-to-face meetings. How should the project manager approach this situation?

- A. Use regular screen-sharing sessions to show the progress to the stakeholder.
- B. Align and agree with the stakeholder on the communication approach.
- C. Ask the manager to use virtual communication tools and online dashboards.
- D. Create a digital dashboard to meet the manager's information needs.

**Answer: B**

#### NEW QUESTION 188

A team needs to implement a mandatory compliance regulation in a product, which is required for its release. While nearing the product release, when completeness was being verified, it was found that the compliance part was not implemented in the project. What should the project manager do next?

- A. Get an exception approval from the legal team.
- B. Request the team to implement the compliance.
- C. Ask the stakeholder to descope the compliance.
- D. Obtain approval from management and release.

**Answer: B**

#### NEW QUESTION 190

An agile project is running its third iteration with a duration of 2 weeks. A new operations director, who only has a predictive background, started working at the company. In the first meeting with the project manager, the director demands a weekly project status report. What should the project manager do?

- A. Invite the director to attend the daily standup meetings.



- B. Share this with the team and ask them to develop reports for the director.
- C. Introduce the agile aspect to the director and agree on a solution.
- D. Explain to the director that agile projects have live reports.

**Answer:** C

#### NEW QUESTION 193

A project manager is managing an agile project for the first time. Early on, the project manager discovers the team is struggling to agree on the scope of a feature during a sprint.

How should the project manager help the team resolve the issue?

- A. Direct the senior-most member to determine the scope on behalf of the team.
- B. Discuss this with the team and decide what the scope of the feature should be.
- C. Ask the team to log the story in the product backlog and move on to the next feature.
- D. Encourage the team to collaborate to resolve their understanding of the feature.

**Answer:** D

#### NEW QUESTION 197

Eight highly qualified experts have been assembled to work for a 6-month period on an a specific aspect of an organization's product development process. How should the project manager support this team to succeed?

- A. Hand over control of specific aspects of their roles as experts and let them agree on their own timelines and targets.
- B. Bring in a senior colleague who is also an expert to ensure the team is on track to achieve the goals and objectives.
- C. Define roles and targets for all team members and regularly follow up with one-to-one meetings to review progress.
- D. Work with the team members to define the overall objective and support them to engage around the goal.

**Answer:** D

#### NEW QUESTION 200

A project manager agreed to a team member's request to have an alternative working schedule whereby they begin working at 12:00 p.m. each day. This arrangement has worked well for the project, but has recently been scrutinized by members from other project teams because the company's core working hours begin at 9:00 a.m.

What should the project manager have done to prevent this situation?

- A. Broken down the situation to identify the root cause
- B. Determined communication methods and channels
- C. Analyzed the boundaries of the negotiations for agreement
- D. Managed and rectified the ground rule violations

**Answer:** C

#### NEW QUESTION 201

A project manager recently finished a project and started managing a new project with a different supervisor.

As part of the early project activities, the supervisor from the original project is assigned to the team as a nonsupervisory resource and immediately begins challenging all decisions made by the current supervisor.

What should the project manager do to resolve this conflict?

- A. Give the project team time to work through the issues with the new supervisor.
- B. Ensure the new supervisor takes the lead when being challenged.
- C. Immediately remove the resource from the project team.
- D. Communicate with the resource on the roles and responsibilities of this project.

**Answer:** A

#### NEW QUESTION 203

A senior vice president requested the creation of more agile teams to run projects of varying lengths and complexities in parallel with each other.

This will impact the amount of time the project managers will be able to dedicate to each project. The project managers typically dedicate 50% of their time to projects regardless of their complexity.

What should the project manager do as a servant leader to help achieve this transformation?

- A. Review the organizational process assets (OPAs) to evaluate mitigation plans for similar risks.
- B. Create a risk entry regarding the project manager's capacity and develop a mitigation plan.
- C. Empower the team to develop the necessary skills to move the project forward independently.
- D. Issue a change request to hire additional project managers based on the increased workload.

**Answer:** C

#### NEW QUESTION 204

A project manager has completed an assessment of the project team's performance. Some team members have performed poorly on their assigned tasks.

What should the project manager do?

- A. Develop different approaches based on team members' motivation and ability.
- B. Develop a standard approach to provide feedback to all team members.
- C. Provide intensive oversight to the team members who performed poorly.
- D. Create a new standard performance measure based on project requirements.



Answer: A

#### NEW QUESTION 208

In a daily standup meeting, a developer indicates that a backlog item will not be delivered because they need to take an unexpected leave for the next couple of days. The backlog item is a prerequisite for a feature expected by users in the next sprint review. What should the project lead do?

- A. Ask the developer to postpone the leave until the backlog item is delivered.
- B. Ask the development manager to provide a replacement for a couple of days.
- C. Work with the product owner to change the priorities in the sprint backlog.
- D. Work with the product owner to inform the users that the feature is delayed.

Answer: B

#### NEW QUESTION 210

A project requires the procurement of a large amount of equipment that needs to be on-site before any other activity can begin. The procurement department has a lengthy approval process. What should the project manager do?

- A. Work with the procurement team to find alternative options.
- B. Contact the vendor that supplied similar equipment for a previous project.
- C. Use the existing equipment and replace it later with the new equipment
- D. Ask the project sponsor to expedite the vendor selection process.

Answer: A

#### NEW QUESTION 212

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

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

Answer: BE

#### NEW QUESTION 215

A project manager is managing the transition to operations. The project sponsor wants to ensure that good support is provided to the end users. What should the project manager do?

- A. Ensure that the user guide is detailed and has clear instructions.
- B. Ensure that comprehensive documentation is handed over.
- C. Ask the project team to provide operational support for 1 year.
- D. Ensure that knowledge is transferred to the operations team.

Answer: B

#### NEW QUESTION 217

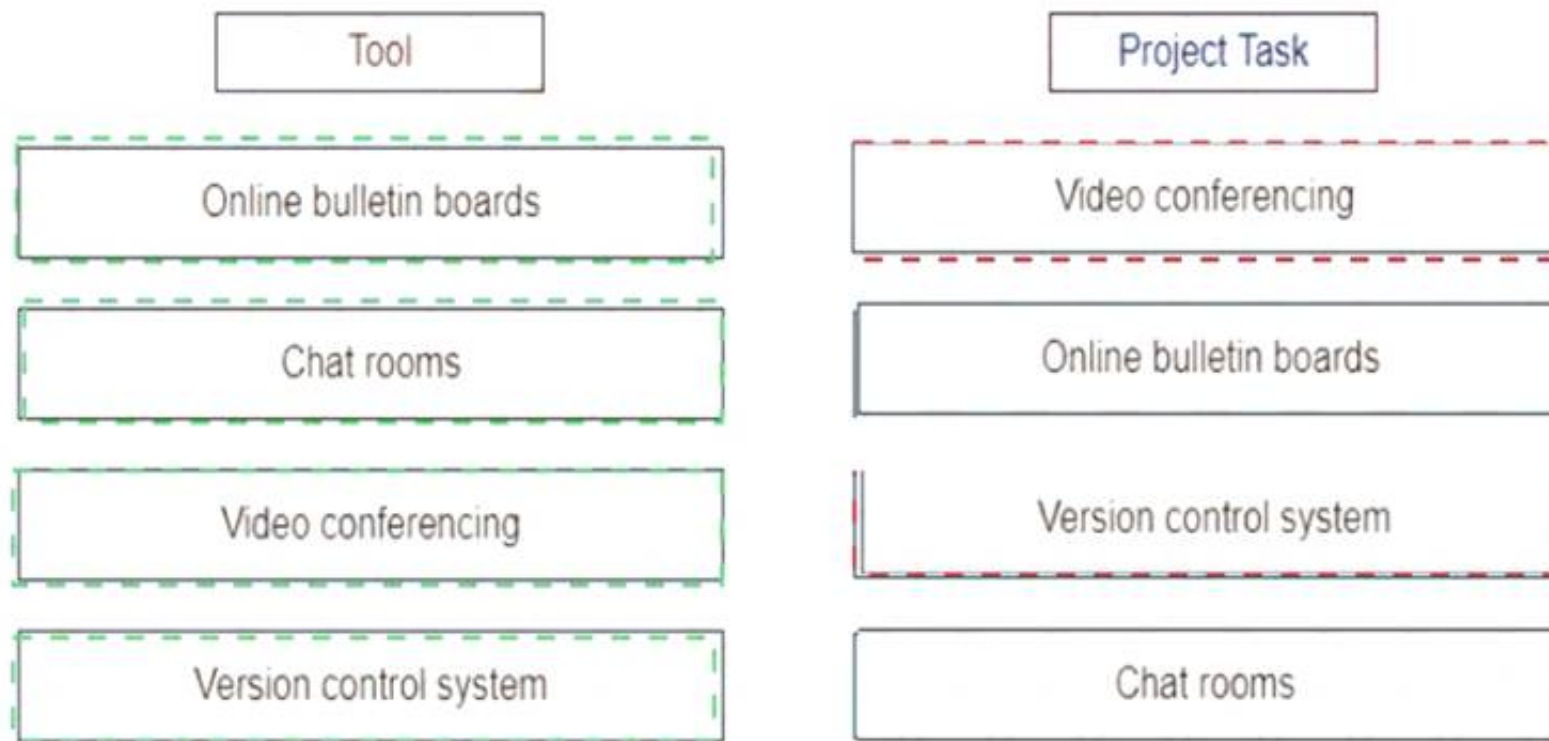
An agile team is geographically separated across multiple continents, and the project manager of identifying the tools to manage the communication among the virtual teams Drag the appropriate tool on the left to each project task on the right

Tool	Project Task
Online bulletin boards	Negotiation
Chat rooms	Routine information
Video conferencing	Project deliverables
Version control system	Team discussion

- A. Mastered
- B. Not Mastered

**Answer:** A

**Explanation:**



#### NEW QUESTION 221

A project is ready to deliver the first batch of the product when a quality control check rejects the product as unfit for delivery. The root cause analysis (RCA) shows that a component added as part of the latest change request was not tested throughout the development cycle. What should the project manager do next?

- A. Review the change control process to ensure quality management artifacts are updated as part of the change.
- B. Review the quality management process and perform a process audit as part of ongoing quality assurance.
- C. Review the communications management plan to ensure change requests are communicated to the affected team members.
- D. Review the quality management process with the project management office (PMO) to ensure compliance with best practices.

**Answer:** B

#### NEW QUESTION 222

A company has selected a cross-functional team to develop an innovative digital product to drive the digital transformation project for the business. What should the project manager do to ensure business value is delivered early?

- A. Create a detailed project plan and escalate delays to the functional managers.
- B. Fast track the project and monitor tasks closely to ensure timely delivery.
- C. Create robust incentives to the team members to encourage speedy delivery.
- D. Break down the deliverables into sprints and deliver value incrementally.

**Answer:** D

#### NEW QUESTION 224

A project team is working on an agile software development project. The project manager is concerned that the virtual team may not be as effective as a colocated team at headquarters.

Which two actions should the project manager leverage to ensure the team is meeting performance expectations? (Choose two)

- A. Hold daily virtual meetings to review progress.
- B. Implement time-keeping software for team members.
- C. Task functional managers to drive accountability.
- D. Utilize a web-based kanban board.
- E. Require a monthly individual status report.

**Answer:** AD

#### NEW QUESTION 226

A new project manager was assigned to a project during implementation. The project manager realized that new tax policies are creating a risk for a cost overrun by 25%. The project manager updated the risk register and kept the project running as normal. The CEO has announced that the project could be cancelled since the acceptable cost overrun is only 20%. The project manager was quite surprised as this was new information. What should the project manager have done to avoid this?

- A. Implemented the communications management plan properly.
- B. Ensured the risk tolerance of the company was properly updated.
- C. Provided a proper risk response.
- D. Implemented the stakeholder engagement plan correctly.

**Answer:** A

#### NEW QUESTION 229

A project manager who recently joined the company has been assigned to manage a software project for a major recurring customer. What should the project manager do to enhance the budget estimations for the project?

- A. Discuss the budget with the team during the daily standups to ensure the budget is under control.
- B. Review budget-related lessons learned from similar projects.
- C. Invite the client to the kick-off meeting and create the project budget during the meeting.
- D. Implement an agile approach to avoid using a fixed budget.

**Answer:** B

#### NEW QUESTION 231

A typically high-performing team member has started to demonstrate a performance drop as well as some aggressive behaviors toward other team members in meetings.

The project manager has worked with this individual for many months on this project and has not seen this type of behavior before.

What should the project manager do?

- A. Discuss the project manager's observations with the individual to determine why they are behaving this way.
- B. Discuss the individual's behavior with the other team members to determine if they have noticed and know what is going on.
- C. Attend more team meetings to observe the team more closely to determine the root cause.
- D. Discuss their performance with the team member's functional manager as well as human resources (HR) and discuss next steps.

**Answer:** A

#### NEW QUESTION 234

A mandatory compliance requirement that will impact the project software is introduced during the execution phase of an iterative project. The team is aware of the compliance requirement.

What should the project manager do next?

- A. Update the product backlog item with this new requirement.
- B. Escalate the issue of project impact to the project sponsor.
- C. Escalate the issue of project impact to the product owner.
- D. Update the stakeholder register to include the requirement owner.

**Answer:** C

#### NEW QUESTION 237

A stressful situation has presented some challenges for the team. The project manager notices stress behavior in some of the team members, and it is beginning to spread across the group. The project manager needs to coach the team to change their mindset in order to be more efficient.

What should the project manager do?

- A. Establish a productive environment where all team members can assist one another with the workload.
- B. Create an environment of respect and fairness so the team can increase their project performance in stressful situations.
- C. Meet with the team to discuss the correct, expected behavior in stressful situations and start practicing it.
- D. Ensure that people care about each other and work effectively together through effective team management

**Answer:** B

#### NEW QUESTION 242

A project manager has expertise in the technical domain. The project manager frequently demonstrates unacceptable behavior toward other team members; however, when confronted, the project manager denies this behavior. What is the reason for the project manager's behavior?

- A. The project manager lacks necessary empathy.
- B. The project manager lacks emotional intelligence (EI).
- C. The project manager was not properly trained.
- D. The project manager is in the wrong project role.

**Answer:** C

#### NEW QUESTION 245

A multicultural team is working on a project. After a few months of observation, the project manager realizes that two team members are not responding to the construction manager properly. The project manager spoke to the team members individually and found that both had cultural differences with the construction manager.

What should the project manager do to improve the situation?

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

**Answer:** D

#### NEW QUESTION 246

A large global organization developed a new medical implant that requires compliance with local government regulations. The approval process for one country is lengthy and will impact the intended launch date.

What should the project manager do?

- A. Organize an online distribution channel from another country.
- B. Ask the sponsor to authorize the launch and then wait for approval.
- C. Ask the board to use their influence and speed up the approval.
- D. Work with the team to find ways to bypass the regulations.

**Answer:** B

#### NEW QUESTION 249

While a project manager is trying to build the first baseline for a project, a change request is being sent from one of the functional managers. What should the project manager do?

- A. Discuss this with the functional manager and related parties.
- B. Reject the functional manager's change request immediately.
- C. Analyze the impact of the change request on the project.
- D. Apply for a formal change control board (CCB) approval.

**Answer:** C

#### NEW QUESTION 252

A team has individual daily start times for each team member. Sometimes the overlap between team member working hours is short. During those times, the interactions and work as a team are reduced and ineffective. What should the project manager do?

- A. Inform the team members who are joining late to join early and work together.
- B. Allocate the overlap time for each team member and ask them to adhere to the schedule.
- C. Ask the team to define a team charter and agree on core working hours.
- D. Ask the team to start at the same time to obtain the maximum number of team working hours.

**Answer:** C

#### NEW QUESTION 254

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

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

**Answer:** C

#### NEW QUESTION 255

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

- A. Inform the human resource (HR) department about the issue.
- B. Allow the project team to discuss the problem with this team member.
- C. Discuss the issue with the team member's functional manager.
- D. Speak to the team member regarding the need to improve performance.

**Answer:** B

#### NEW QUESTION 256

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