

# Exam Questions PMP

Project Management Professional

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#### NEW QUESTION 1

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 2

A project team has installed software for the client, passed the knowledge to operations, sent the final report, and celebrated. Then 1 week later, the client sends a list of requirements that have not been met. The client is requesting to fix the issues quickly and within the initial budget.

What should the project manager have done to prevent this from happening?

- A. Reviewed the acceptance criteria and obtained client approval.
- B. Allocated a risk budget for any post-release improvements.
- C. Conducted a pilot to understand the client's performance parameters.
- D. Established meetings with the client throughout the project phases.

**Answer: A**

#### NEW QUESTION 3

A project lead is working on an agile project to build the team's vision, including the decision-making process.

It was decided that the team will vote on items, and if 90% of the team agrees on a decision, then it will be carried forward. At the very first technical design meeting, the team makes a decision that the project lead strongly disagrees with. How should the project lead proceed?

- A. Refuse to let the team proceed with the work based on their decision.
- B. Take the technical team lead aside and try to persuade them to change their vote.
- C. Note the reasons for the disagreement and let the team proceed.
- D. Set up a meeting with the project champion and ask them to intervene.

**Answer: C**

#### NEW QUESTION 4

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 5

During a project, the project manager finds an opportunity to reduce the project cost by completing a deliverable ahead of schedule with a minimal impact on project resources. However, the client has only been focused on the next milestone. How should the project manager approach this situation?

- A. Apply additional resources to realize the early deliverable and ensure the next milestone is achieved.
- B. Focus on the deliverable of the next project milestone as per the client's strict instructions.
- C. Review the change management plan to discuss early benefits realization with the client.
- D. Evaluate whether the client's request will add extra features to the project deliverable.

**Answer: C**

#### NEW QUESTION 6

An organization is transitioning to an agile delivery approach. There is only one project that is being used as a pilot for the new approach. The project management office (PMO) manager has asked the project lead how communications with the project team and the stakeholders will be managed.

What should the project lead recommend?

- A. Send the weekly report to the PMO and the product owner, and use a kanban board for the project team.
- B. Send weekly reports to the PMO, and use a kanban board for the product owner and the project team.
- C. Invite the PMO manager to the daily standup with the project team and product owner.
- D. Send weekly reports to all stakeholders, including the project team and the product owner.

**Answer: C**

#### NEW QUESTION 7

A project team is transitioning from a predictive to an agile approach. The project manager is trying to minimize the support issues that the product has had in production.

One particular pain point is the transition to operations, where the issues usually arise. What should the project manager do to improve this scenario?

- A. Increase the focus on backlog items that cover support requirements, as well as product manuals and operation guides.
- B. Ask the support/operation team to participate in the daily standup meetings to contribute to the project's progress.
- C. Engage the operation teams in the retrospectives and demo sessions and incorporate their feedback on project activities.
- D. Foster stakeholder participation by engaging them early on the backlog discussions.

**Answer: B**

#### NEW QUESTION 8

A project to construct an electricity generation plant is on site near a nature reserve. An environmental activist group is questioning the need for the project. The customer has informed the project manager to disregard the group as they are not in support of the project. What should the project manager do next?

- A. Ask the customer to contact the activist group and let them know the project status and completion date.
- B. Add the activist group to the list of stakeholders and analyze the impact they may have on project delivery.
- C. Obey the directive from the customer since they are funding the project and are the most important stakeholder.
- D. Request the project team disregard all communication from the activist group and continue with their project work.

**Answer: B**

#### NEW QUESTION 9

A project manager joins a team that is providing a customized enterprise resource planning (ERP) system to a client. A potential design problem is identified by the development team. After reviewing this issue with the project owner and team members, all agreed to revise the design to avoid a system defect when deployed. The design is already approved. What should be the project manager's next steps?

- A. Inform the client of the problem and follow the change request process.
- B. Amend the design specifications and pass them to the development team for reprogramming.
- C. Make a change request and get formal approval from the project owner.
- D. Conduct a proof of concept to make sure there are no problems in the revised design.

**Answer: C**

#### NEW QUESTION 10

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 team's performance is being impacted by impeding internal procedures that are affecting the progress of activities and team autonomy. What should the project manager do first to address this situation?

- A. Try to remove the barriers and empower team members.
- B. Ask the organization to improve the internal procedures.
- C. Train the team members on the organization's procedures.
- D. Discuss the issue in the next sprint review meeting.

**Answer: A**

#### NEW QUESTION 14

A large project requires new equipment to support the project execution. The procurement manager communicated to the project manager that the delivery of the newly purchased equipment will be delayed. The project manager is concerned that this will directly effect the project schedule. What should the project manager do next?

- A. Validate the information and update the risk management plan.
- B. Update the risk register and discuss it with the project stakeholder
- C. b
- D. Source second-hand equipment in order to prepare for any delivery delays.
- E. Update the sponsor of the potential issue and ask for any suggestions.

**Answer: B**

#### NEW QUESTION 19

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

- A. Guide the team to determine alternatives.
- B. Move the dependent task to the next iteration.
- C. Escalate the issue to the company's IT manager.

D. Escalate the issue to the project sponsor.

**Answer:** A

#### NEW QUESTION 23

In a frequently changing project, the project manager discovers a customer requirement change during a daily meeting. What should the project manager do?

- A. Validate the requirement change with the product owner and development team before redefining the scope.
- B. Tell the customer that the requirement change will be put into the next project phase if management approves.
- C. Escalate to management for approval since the change was not included in the original requirements.
- D. Give the change to the scrum master to investigate how much additional effort the change will require.

**Answer:** A

#### NEW QUESTION 25

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 29

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 33

During a kick-off meeting, the project manager notices that one of the stakeholders responsible for providing key information to the team has a low level of participation. This stakeholder believes that there will be no benefit from implementing the project. The project manager realizes that this could be a high risk for the project.

Which action should the project manager take?

- A. Facilitate a supportive level of engagement for this stakeholder.
- B. Ask the project sponsor for advice as it might be possible to work with another stakeholder.
- C. Perform a qualitative risk analysis using a probability and impact matrix.
- D. Ensure the key information is accurate and monitor the situation as the project progresses.

**Answer:** A

#### NEW QUESTION 38

A steering committee member is complaining about the weekly report. They stated that the report is too long and has unnecessary details. As a result, they are unable to obtain the main message and take action.

What should the project manager do to avoid similar complaints?

- A. Present the status at a weekly meeting with the steering committee.
- B. Verify the information needed for steering committee members.
- C. Send a shorter daily report to this steering committee member.
- D. Demonstrate the weekly reports in a presentation for the steering committee member.

**Answer:** B

#### NEW QUESTION 43

A project manager is assigned to a critical software development project. The team is using a hybrid approach and has divided development into four sprints. At the end of sprint three, the project manager discovers that the earned value (EV) is US\$500,000 and the planned value (PV) is US\$550,000.

What should the project manager do?

- A. Introduce a float.
- B. Adjust the budget.
- C. Adjust the project time line.
- D. Fast track the project.

**Answer:** D

#### NEW QUESTION 45

During a project's execution phase, two team members are having conflicts with other team members within the team on technical and interpersonal levels. Which

two actions should the project manager take first to address this conflict? (Choose two)

- A. Ask human resources (HR) to intervene before it escalates and affects the team's performance.
- B. Arrange individual meetings with the team members who cannot work together effectively.
- C. Address the conflict during team meetings for the entire team to participate and find solutions.
- D. Discuss the conflict early among the affected team members using a direct, collaborative approach.
- E. Plan to resolve the team members' conflicts after the sprint and focus on achieving the goal.

**Answer:** BD

#### NEW QUESTION 47

A project manager meets with the development team to estimate the time required to complete a software application. The software developers are new to the company, and they have never developed a similar application.

Which estimation technique should the project manager recommend?

- A. Planning poker
- B. Parametric estimating
- C. Three-point estimating
- D. Analogous estimating

**Answer:** C

#### NEW QUESTION 52

A project team is conducting sprint planning. Based on the estimated effort, only 95% of the items included in the sprint may be delivered. The product owner asks the project manager for advice on how to prioritize the backlog items.

What should be used to prioritize the backlog items?

- A. Risk to delivery
- B. Technical complexity
- C. Business value
- D. Estimation accuracy

**Answer:** C

#### NEW QUESTION 55

During project initiation meetings, the project manager of a 9-month project states that a specific task would be out of schedule. At the project kick-off meeting, a key project stakeholder strongly objects, stating that this task is the key value of the project and should be completed on time.

What should the project manager do to reduce the chances of having a strong rejection from stakeholders during the project initiation stage?

- A. Develop a stakeholder-by-stakeholder engagement assessment matrix.
- B. Send a letter to the stakeholders to inform them about the project scope and start date.
- C. Schedule meetings with key stakeholders in advance to gather feedback on the project scope.
- D. Identify stakeholder rejection as a risk in the project risk register.

**Answer:** C

#### NEW QUESTION 56

The project sponsor reports that a key stakeholder is complaining about performance differences in the metrics reported by the project manager, which gives the impression that the project is out of control. The project manager has been providing the project's status according to the agreed-upon communications management plan. This key stakeholder, however, seldom attends the status report meetings.

What should the project manager do first to address this situation?

- A. Evaluate the communication needs to discover the gaps and adjust the original plan if needed.
- B. Use the contingency reserves to implement fast tracking and improve the schedule key performance indicators (KPIs).
- C. Review the resource breakdown structure (RBS) to request the main stakeholder's manager to replace the stakeholder.
- D. Provide evidence to the project sponsor that the project is on track and the communications have been sent.

**Answer:** A

#### NEW QUESTION 59

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 60

A mid-size capital project has shared resources from the company's contract department. During the execution phase, the project team observed a delay in contracting. After communicating with the contract department, the project manager found the contract team is prioritizing other contracting jobs because they are not part of the project team. What should the project manager do first in this situation?

- A. Report the issue to higher management and seek their direct involvement to complete the job from the contract department.

- B. Arrange a meeting with the contract department to build trust and commitment by recognizing their critical support to the project.
- C. Arrange several meetings with the contract department and ask them to contract the project as it is critical for project success.
- D. Communicate with the contract manager to commit a budget for the resources required for project execution.

**Answer:** B

#### NEW QUESTION 62

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 66

A project manager is managing a project with team members who are working all over the globe. The project manager notices that each team member's deliverables do not meet the requirements. What should the project manager do first?

- A. Assemble the project team via conference call to tell them that disciplinary action will be taken if any more noncompliant deliverables are submitted.
- B. Discuss the process used to create the noncompliant deliverables with the project team to see if there was a potential misunderstanding.
- C. Schedule time with the project sponsor to inform them that the project schedule is slipping due to the time it will take to rework the deliverables.
- D. Meet with the project team to explain that noncompliant deliverables must be reworked and submitted immediately to avoid project delays.

**Answer:** B

#### NEW QUESTION 70

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 71

While monitoring a project at a work site, the project manager notices that the site team's work breaks have increased by a few minutes every week. How should the project manager approach this?

- A. Reduce payment to the workers due to their extended breaks.
- B. Issue a formal written warning to all hourly workers for their break tardiness.
- C. Have a meeting with the team to discuss the issue and propose solutions.
- D. Dismiss some of the workers for failing to adhere to the break policy.

**Answer:** C

#### NEW QUESTION 76

A hospital is running a project for one of their internal critical systems to manage billing patient data and record management along with consultation reports and input from physicians. The project manager now needs to categorize the identified risks. Drag each risk type on the left to its correct example on the right.

Type of Risk	Example
Technical risk	Availability of resources for the documentation and user manual preparation needs as this was not originally planned to be taken up by the project team
Commercial risk	Availability of the output formats of the files to interface with the data and record management systems on time as they are not available with the project manager
Management risk	The interfaces to medical devices require support from vendors
External risk	Needs regulatory compliance and clearance standards for incorporation into the system

- A. Mastered
- B. Not Mastered

Answer: A

Explanation:

Type of Risk	Example
Technical risk	Management risk
Commercial risk	Technical risk
Management risk	External risk
External risk	Commercial risk

**NEW QUESTION 77**

A customer reviewed the plan for a project with high uncertainty. The customer expressed concern about the work requiring SO many iterations with a risk of not reaching the mandatory delivery date.

Which approach should the project manager use in this situation?

- A. Hybrid approach
- B. Predictive approach
- C. Kanban approach
- D. Agile approach

Answer: A

**NEW QUESTION 78**

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 82

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 85

A startup company has just appointed a CEO that has no prior project experience. The CEO wants to execute projects with their own resources and has appointed a project manager.

What should the project manager recommend that the CEO do first?

- A. Create a framework to justify project execution.
- B. Utilize an agile approach for all upcoming projects.
- C. Create a framework to support project success.
- D. Utilize a predictive approach for all upcoming projects.

**Answer: C**

#### NEW QUESTION 89

A few developers have identified a list of impediments at the daily standup and are asking for the project lead's assistance in prioritizing them. There are a few complex backlog items, and a new junior tester has identified a few compliance defects. The product owner and a couple of developers will be leaving the project team, and the contract with the test and production support partner will not be renewed.

Which issue should the project lead focus on first?

- A. Developing a new contract for production support.
- B. Finding a new product owner to prioritize the product backlog.
- C. Regulatory compliance issues discussed in the meeting.
- D. Recruiting, onboarding, and training new developers.

**Answer: B**

#### NEW QUESTION 90

A protect team is working remotely on a solution. The client wants the solution as soon as possible and is uncomfortable because the team members are not colocated. In addition, the client expressed concerns about the understanding of the project context and the team's decision-making process.

What should the project manager do?

- A. Update the communications management plan to satisfy the client's request.
- B. Request the client to attend the daily meetings with the project team.
- C. Encourage the client to interact with the protect collaboration platform.
- D. Ask the product owner to frequently communicate with the stakeholders.

**Answer: C**

#### NEW QUESTION 95

A high-performing team is involved in a project with a new domain. The team is unable to deliver as expected. What should the project manager do?

- A. Support the team in identifying the area of development and address the gap.
- B. Dissolve the team and include the team members in other existing teams.
- C. Identify the struggling team members and move them out of the team.
- D. Set up a clear expectation that the team is to deliver as in their previous projects.

**Answer: A**

#### NEW QUESTION 97

A project team is planning the next sprint review. The project lead receives an email from a senior manager asking for a project status using a template that is more detailed than the one used for monthly reports sent to the project management office (PMO). The team uses an electronic product backlog and a kanban board to track the progress.

What should the project manager do next?

- A. Modify the PMO template to include the information.
- B. Contact the senior manager and discuss their needs.
- C. Give the senior manager access to the product backlog.

D. Organize a review of the kanban board with the manager.

**Answer: B**

#### NEW QUESTION 99

A project manager is managing a project that requires specialized architecture services. This project was identified as a high risk for the organization. The project manager works with an external architect who is highly specialized. However, the architect will soon resign because they accepted an offer from another firm. What should the project manager do next?

- A. Discuss this with the project team, assess the impact, and decide on the appropriate actions to follow.
- B. Ask the architect for the contact details for their new employer and call their account manager.
- C. Call the account manager and ask them to retain the expert by offering them an incentive.
- D. Escalate the issue to the procurement department and ask them to discuss this with the vendor firm.

**Answer: A**

#### NEW QUESTION 104

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 105

A project manager is leading a hybrid project funded by a time and materials (T&M) agreement. The project was completed, and the client accepted the delivery of the product. One week later, the client asked the project manager to fix two defects they found in the product. The project manager responded with an estimate of time and money and asked the client to confirm this. The client disagreed and insisted that the work should be done for free because it is a defect in the product. What should the project manager have done to prevent this?

- A. Trained client engineers to support the product after its delivery.
- B. Reviewed the project quality control plan with the client.
- C. Suggested a fixed-cost basis and included free bug fixes for 1 month.
- D. Planned how the delivered product will be supported after its delivery.

**Answer: D**

#### NEW QUESTION 107

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 110

A project manager who is new to an organization observes that an approaching deadline is likely to be missed because there have been some delays on the project due to a lack of resources. What should the project manager do next?

- A. Review the risk management plan to identify the response strategy.
- B. Review the milestone list to determine which tasks can be fast-tracked.
- C. Escalate the issue to the sponsor and debrief them about the situation.
- D. Organize a team meeting to discuss the next course of action.

**Answer: A**

#### NEW QUESTION 113

A company is going through structural changes. A couple of people will leave the company as their positions were made redundant. The team members are unhappy as they do not understand why the changes are being made when the project is on track. What should the project manager do?

- A. Advise the team to continue their work as planned because the schedule cannot be changed.
- B. Organize a team meeting to discuss the changes and their importance for the company.
- C. Advise the team that the changes were decided by the CEO and must be implemented.
- D. Inform the project sponsor about the team's unhappiness and ask for overtime pay.

**Answer: B**

#### NEW QUESTION 118

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 119

A project is behind schedule because of a delayed equipment installation. This is affecting many other activities. The manager responsible for the equipment delivery notified the project manager that there is a capacity issue for the team doing the installation.

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

- A. Defined the skill requirements more clearly in the scope statement.
- B. Asked the manager to follow the agreed-upon resource management plan.
- C. Conducted periodic reviews with the manager on resource availability.
- D. Consulted with the installation team on a regular basis to check for conflicts.

**Answer: C**

#### NEW QUESTION 120

A development team is struggling to find design documentation for the upcoming sprint. Prior to leaving for vacation, the product owner communicated that the documentation had been uploaded to the project file repository. What should the project manager do to address this issue?

- A. Assign a team member to manage project artifacts.
- B. Audit the effectiveness of the management of project artifacts.
- C. Improve email communication protocols to manage project artifacts.
- D. Investigate new software tools used to manage project artifacts.

**Answer: B**

#### NEW QUESTION 123

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

**Answer: B**

#### NEW QUESTION 128

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 129

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 132

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 137**

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

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

Answer: A

**NEW QUESTION 142**

A team member who is working on a critical project deliverable reported that their computer is not working. The IT department says that due to a high workload, they will not be able to provide assistance for 1 week. How should the project manager address this situation?

- A. Ask the team member to find an innovative solution or workaround to overcome the issue and avoid project delays.
- B. Schedule a meeting with the project sponsor to request a budget to buy or rent a new computer.
- C. Explore options with the IT department to expedite the necessary repairs based on criticality of the project.
- D. Use project reserves to buy new equipment to avoid an impact to the critical path of the project.

Answer: C

**NEW QUESTION 147**

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 149**

There is a conflict on an agile project about following organizational processes, many of which do not add any value to the project. To resolve this, which one of the following should be regarded with the highest priority?

- A. Needs of the customer
- B. Needs of the project manager
- C. Needs of the agile lead
- D. Needs of the organization

Answer: A

**NEW QUESTION 151**

An experienced project manager is overseeing a merger and acquisition project. The project manager reacted differently to different threats identified on the project

Drag the mitigation strategy on the left to the project manager's actions on the right



- A. Mastered
- B. Not Mastered

**Answer:** A

**Explanation:**

A picture containing chart Description automatically generated

**NEW QUESTION 155**

A large matrix organization is adopting a new communications approach. This is necessary because their projects often require the resourcing of expert knowledge in the form of specialists from various departments and divisions. What should the project manager do to set up effective communications?

- A. Plan on transmitting the information in an easily understandable manner.
- B. Focus on the recipients' needs and not the information itself.
- C. Use the highest possible technical language and avoid using metaphors.
- D. Ensure that messages sent to the recipients are delivered.

**Answer:** B

**NEW QUESTION 158**

A project manager is leading a project in an organization that has a functional structure. The project manager has been informed by the team that the tasks related to the purchase of services are taking too long, as the purchasing department has other priorities. What should the project manager do?

- A. Modify the project schedule to accommodate the delays in the purchase of services.
- B. Request that the purchasing tasks be outsourced through an existing purchasing vendor.
- C. Meet with the purchasing manager to find the source of the delays and agree on a purchasing schedule.
- D. Ask the project team to keep developing other tasks that do not depend on the purchase of services.

**Answer:** C

**NEW QUESTION 162**

Contract terms used during the tender phase for a new power-generation facility must be revised before signing with the successful bidder because the terms of the tender have been amended to accommodate the new financial regulations on company tax. Which approach should the project manager take to implement this amendment?

- A. Sign the contract as per the original terms but allow the successful bidder to submit a new contract price.
- B. Amend the contract terms and sign a revised contract with the successful bidder.
- C. Retender the entire scope because the terms of the contract have changed significantly.
- D. Discuss the new terms with the successful bidder to assess its impact on the contract price.

**Answer:** B

**NEW QUESTION 163**

A company's key product is evolving and requires the use of a new technology. No one on the team is familiar with this technology; however, experienced

developers on the team volunteered to study the concepts and application and believe they will be able to take full responsibility for the new technology. What should the project manager do?

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

**Answer: B**

#### NEW QUESTION 166

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 170

A project is 70% complete when the project sponsor requests an additional deliverable. What should the project manager do first?

- A. Reject the request as being too late and leading to major scope creep.
- B. Submit the request to the change control board (CCB) for a decision.
- C. Negotiate with the project sponsor on the possible alternatives.
- D. Determine the possible impact of this change on all aspects of the project.

**Answer: D**

#### NEW QUESTION 173

A laboratory is launching a new product, defined to be executed in eight iterations with a fixed release date. At the beginning of the second iteration, the project manager realizes that a significant regulatory feature is missing in the project backlog. What should the project manager do?

- A. Ask the product owner to add the missing feature in the backlog.
- B. Invite stakeholders to discuss the impact of adding the regulatory feature.
- C. Estimate the related cost and ask for a project extension.
- D. Increase the capacity of the team to include the missed feature.

**Answer: B**

#### NEW QUESTION 178

A project manager notices that a new junior team member's suggestions are constantly rejected by senior team members. The senior team members find the suggestions valid and innovative, but unrealistic. Following several project assignments, the senior members request to have the junior team member removed. What should the project manager do next?

- A. Accept the demands and remove the junior team member.
- B. Encourage further and deeper discussions among team members.
- C. Group the new team members together for training purposes.
- D. Remove possible conflicts from future project assignments.

**Answer: B**

#### NEW QUESTION 179

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 181

A team has had issues with behavior on an ongoing project, which is causing conflicts. As a result, the team is losing momentum and falling behind in its sprints. How should the project manager handle this situation?

- A. Engage a counselor to reconcile the situation between the team members affected.
- B. Control backlog assignments and reduce direct communications between team members.
- C. Revisit the ground rules and team communication protocols, and discuss what is happening.
- D. Require team members experiencing the conflicts to take a day off from work.

**Answer: C**

#### NEW QUESTION 185

A project team is trying to meet the milestone target dates in order to receive a bonus promised by the project sponsor. Unforeseen challenges and poor communication among the team members resulted in mistakes and delays. Tensions are high, and the sponsor is concerned. What should the project manager do?

- A. Discuss with the team how the project objectives can be met.
- B. Request that the sponsor increase the bonus for high performers.
- C. Schedule a team-building activity to boost the team's morale.
- D. Organize a team meeting to remind the team of the ground rules.

**Answer: C**

#### NEW QUESTION 187

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 189

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

- A. Brainstorming
- B. Meetings
- C. Regression analysis
- D. Expert judgment

**Answer: B**

#### NEW QUESTION 194

A project schedule risk has turned into an issue. The project manager foresees delays in project execution. What should the project manager do to resolve the issue?

- A. Update the risk management plan and send it to the project team.
- B. Update the schedule baseline to the new project time line.
- C. Escalate the issue to senior leadership for resolution.
- D. Work with relevant stakeholders to determine possible solutions.

**Answer: C**

#### NEW QUESTION 198

A project manager assigned to an education project needs to train a workforce in application development. The customer is responsible for providing the training center, and the deadline to start the first training is in 2 weeks. The customer calls to say that the center will not be available in 2 weeks due to some unforeseen problems. What should the project manager do next?

- A. Apply the terms and conditions of the contract with penalties.
- B. Issue a change request to reflect the anticipated date for training.
- C. Help the customer find an alternative location to start the training.
- D. Update the project schedule with the new date for training.

**Answer: B**

#### NEW QUESTION 203

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

**Answer: B**

#### NEW QUESTION 208

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

- A. Share the product backlog for the main stakeholders to review in advance.
- B. Engage the main stakeholders in the upcoming sprint review sessions.

- C. Create dedicated sprints to implement feature fixes for the rejected ones.
- D. Ask the project sponsor to evaluate the assignment of a new product owner.

Answer: B

**NEW QUESTION 211**

An enthusiastic, newly hired vice-president has been assigned as the product owner for a digital transformation project. The project manager advises the product owner that some of the functional requirements are not aligned with the chief information technology officer's (CTO) strategy. The product owner tells the project manager that the CTO is not part of the project and should not be engaged at this moment. What should the project manager do?

- A. Advise the CTO about the possible impacts caused by the project.
- B. Influence the product owner to review the engagement needed from other stakeholders.
- C. Continue building the backlog since they are functional requirements.
- D. Review the organizational process assets (OPAs) for historical information from similar projects.

Answer: B

**NEW QUESTION 213**

According to this burnup chart for the last 7-day sprint, what should the project lead address with the product owner and team?



- A. The product owner should not ask the team to change their sprint commitments.
- B. The team is accepting too much work in the sprint after it has started.
- C. The team is not meeting the expectations of the product owner.
- D. The team should have stopped on day 4 and started a new sprint.

Answer: B

**NEW QUESTION 218**

A company is working on a project to develop an integration of their existing systems. There are known issues in production. What should the project manager do?

- A. Identify and remove impediments and mitigate the risks.
- B. Ensure the product owner reviews requirements with the team.
- C. Include acceptance criteria in the definition of done (DoD).
- D. Review the quality control processes and procedures.

Answer: A

**NEW QUESTION 221**

While finalizing project management plans, a customer provides the project manager with a new set of quality standards to which the final product must adhere. What should the project manager do to ensure a smooth delivery of the product?

- A. Involve the client in risk identification.
- B. Agree with the client on acceptance criteria.
- C. Involve the client in a performance gap analysis.
- D. Agree with the client on a new project charter.

Answer: C

**NEW QUESTION 222**

During the service procurement process for a strategic project, only one bidder submitted a bid. The price of the offer is significantly large and the project sponsor is not convinced that the return on investment (ROI) can be achieved. How should the project manager address this issue?

- A. Re-visit the project charter and seek other alternatives.
- B. Proceed and issue the purchase order as this project is important.
- C. Speak with the CEO and ask for their support to approve the offer.
- D. Analyze the bounds of negotiations for project agreements.

Answer: A

**NEW QUESTION 226**

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 230**

An agile facilitator has gathered a team for a new project. This team and facilitator have not yet worked on a project together.

How should the facilitator proceed?

- A. Schedule a release planning session.
- B. Set up a lessons learned session from a similar project.
- C. Conduct a product roadmap session with the team.
- D. Hold a team charter discussion.

Answer: C

**NEW QUESTION 231**

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 234**

A project manager received a request to add features and functions to the project after the scope had already been established. What should the project manager do?

- A. Follow the requirements management process.
- B. Follow the stakeholder engagement process.
- C. Follow the risk management process.
- D. Follow the change management process.

Answer: D

**NEW QUESTION 238**

An organization is embarking on the deployment of a new digital solution that will revolutionize purchasing services. The project manager has created all the necessary plans and activities to ensure a successful integration and solution launch. There is a risk of a partner's system being unavailable which could impact the project negatively.

What key activity is needed to ensure the project's success?

- A. Eliminate the risk by mandating the partner to change the system settings to facilitate an easier integration with the new solution.
- B. Continuously monitor the risk of the partner system's unavailability, and put the proper resolution plans in place in case the risk materializes into an actual issue.
- C. Communicate to the project stakeholders that full integration may not be possible and that the project will potentially be delayed as a result.
- D. Mitigate the risk by developing alternative plans to make the solution ready and available without full integration capabilities.

Answer: B

**NEW QUESTION 243**

A project team is completing a design, while another team in a different country is performing implementation. How should the project manager communicate the design to the implementation team?

- A. Send a detailed email with the completed design document.
- B. Conduct a workshop with all of the stakeholders.
- C. Conduct a workshop with both of the teams.
- D. Upload the design documents into the project repository.

Answer: C

**NEW QUESTION 246**

A project's customer is furious. When the customer arrived at the project site, they discovered that one of their requirements was not met.

What should the project manager do?

- A. Refer to the requirements traceability matrix and analyze the requirement.
- B. Analyze the benefits management plan and implement the needed change.
- C. Consult the scope management plan with the customer to understand the gap.
- D. Discuss and agree with the customer to implement the missing requirement.

**Answer:** A

#### NEW QUESTION 251

In the initiating phase of a project, the project manager and team members are prioritizing the product backlog along with the product owner. What should the project manager do next?

- A. Produce a value-added product for the customer as continuously as possible.
- B. Produce a value-added product for the customer in the beginning of the project.
- C. Produce a value-added product along with the supporting documentation.
- D. Produce a value-added product for the customer in each phase of the project.

**Answer:** A

#### NEW QUESTION 254

A company that uses a predictive approach and operates in a highly regulated market is losing profitability because its product life cycle is taking longer than those of its competitors. A new project manager has been hired to change this scenario. What approach should the project manager propose?

- A. Change to an agile model, focusing primarily on the incremental life cycle, leaving the iterative approach as a next step.
- B. Maintain a predictive approach, but increase the focus on better planning and tracking to anticipate problems and avoid delays.
- C. Migrate to an agile model, focusing primarily on an iterative approach, leaving the incremental life cycle as a next step.
- D. Propose a hybrid approach, leveraging the benefits of an agile approach while respecting some aspects of the company's industry.

**Answer:** D

#### NEW QUESTION 257

During a project meeting, the project manager expressed the importance of delivering reports on time. These individual reports will be consolidated into a single report. One of the team member's reports was not delivered on time and therefore the report could not be integrated with the other reports. This demonstrates a lack of teamwork and impacts project success. What should the project manager do to resolve this issue?

- A. Assign the task to someone else on the team.
- B. Discuss it with the team member in confidence.
- C. Discuss this matter during the project meeting.
- D. Include this item in the risk register.

**Answer:** C

#### NEW QUESTION 259

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 264

A government agency is developing a new connectivity policy. The assigned project manager is a famous economist with international recognition. The team is eager to work with the project manager, but feels intimidated. The project manager realizes that a junior economist, whose tasks are behind schedule, is especially intimidated by the situation.

What should the project manager do first?

- A. Evaluate the performance of the junior economist in the upcoming months.
- B. Request to replace the junior economist with a more experienced economist.
- C. Consider organizing paired work sessions for the junior and senior economists.
- D. Reassign some of the junior economist's tasks to other economists.

**Answer:** C

#### NEW QUESTION 267

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

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

**Answer:** C

**NEW QUESTION 269**

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 272**

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

What is the main reason for adopting agile?

- A. Projects will be completed faster, saving time and money.
- B. Projects will deliver early and use value based on priority.
- C. Projects will be delivered with very low risk to the organization.
- D. Projects will be delivered with significant cost savings.

**Answer:** B

**NEW QUESTION 276**

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 277**

A project team has expressed concern that certain remote team members are not able to collaborate with the larger project team due to their work schedule. The project manager is confused since the entire team is located in the same time zone and believes there are other factors at play.

What should the project manager do next?

- A. Rectify ground rule violations.
- B. Review performance formally.
- C. Examine the team's virtual needs.
- D. Implement new options.

**Answer:** C

**NEW QUESTION 282**

A project is approaching successful completion, and all stakeholders are really proud of the achieved results.

The project management office (PMO) recommends the project manager to lead the next similar project. What should the project manager do next?

- A. Engage key stakeholders to complete and deliver lessons learned.
- B. Select the same stakeholders for the next project to avoid doing knowledge transfer.
- C. Present the project achievements and delegate knowledge transfer to the steering committee.
- D. Request the PMO to manage the lessons learned repository.

**Answer:** A

**NEW QUESTION 286**

A project manager has been assigned to lead a software project to generate savings at an important financial institution. Initially, the duration of the project was 13 months, but due to various issues during execution, the project was extended to 16 months. By month 11, the expected savings were exceeded but not all of the functionalities planned for that date were fulfilled.

How should the project manager inform the stakeholders of the project's progress?

- A. Report that the project has not fulfilled all the expected functionalities.
- B. Complete the outstanding functionalities before informing the sponsor of the project progress.
- C. Communicate the benefit expectations and the action plan for the pending functionalities.
- D. Send an email with the monthly project progress to all relevant stakeholders.

**Answer:** C

**NEW QUESTION 290**

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 291

An internal virtual team is meeting daily to review iteration progress, as well as to conduct other technical and followup calls with key stakeholders. The team seems to be disengaged.  
How should the project manager approach this situation?

- A. Give the team members a few days off to reduce stress.
- B. Reduce the number of internal and external meetings.
- C. Review team assignments and reduce the workload.
- D. Schedule one-to-one meetings and team-building meetings.

**Answer:** D

#### NEW QUESTION 294

A company is launching a new product that has to be ready before the summer season begins. After the discovery process, the team realizes that the requirements are very uncertain.  
What should the project manager do?

- A. Invite stakeholders to discuss project requirements prioritization.
- B. Register a risk and define a contingency plan to finish the project on time.
- C. Ask to include some business subject matter experts (SMEs) in the team.
- D. Assist the team in proposing a minimum viable product (MVP).

**Answer:** D

#### NEW QUESTION 296

At the end of a project, the project manager was asked to provide a performance rating of the project team members. What should the project manager mainly make reference to?

- A. Feedback from the project sponsor
- B. Agreed-upon key performance indicators (KPIs)
- C. Input from project stakeholders
- D. Competencies of team members

**Answer:** B

#### NEW QUESTION 298

A project manager works in a matrix organization and is managing an internal software development project that is intended to reduce conflicts in the company's internal tracking system. During development, the project manager is informed that the software has to account for an unexpected change to government accounting requirements. The development team was able to make the change with no additional cost; however, the project manager notices that the testing costs are beginning to exceed the testing budget.  
What should the project manager do?

- A. Update the basis of estimates and the cost management plan to track the additional funding required for testing.
- B. Ask the project sponsor to allocate funds from the contingency reserve to fund the additional testing.
- C. Submit a change request to the cost baseline through the governance process to fund the additional testing.
- D. Conduct a cost-benefit analysis to determine if the funds can be reallocated from the development team.

**Answer:** C

#### NEW QUESTION 299

An oil and gas project started without having acquired full funding for the project. The remaining funds were to be acquired during project execution. The acquisition of the remaining funds was delayed several months, resulting in a suspension of work by all contractors.  
What should the project manager have done to prevent this from happening?

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

**Answer:** B

#### NEW QUESTION 301

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 306

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 310

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 315

A project team member just informed the project manager that the license for the software that the team uses to perform calculations has just expired. As a result, the team cannot continue with their project tasks.

What should the project manager do first?

- A. Issue a formal complaint to the project sponsor claiming a lack of proper tools.
- B. Meet with the IT team to evaluate how fast the software license can be renewed.
- C. Ask the team to fast-track the project and perform tasks that do not require calculations.
- D. Ask the team members to find an alternative way to perform calculations.

Answer: B

#### NEW QUESTION 318

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 322

After the project charter's approval, the project manager needs to work on detailed project requirements, constraints, and assumptions with stakeholders. However, not all of the stakeholders are immediately available for a meeting in the short term.

What should the project manager do in order to gather the information needed from stakeholders?

- A. Conduct a meeting to build the project management plan with the stakeholders who are available.
- B. Escalate to the project sponsor that not all stakeholders are available for a meeting.
- C. Meet with the project management team to build the project management plan before consulting stakeholders.
- D. Email, call, or meet with each stakeholder separately to obtain their input.

Answer: D

#### NEW QUESTION 327

A team is delivering features to a customer at every iteration. After completing each iteration, the customer is invited for a review. However, the customer is frequently not available and the review is often delayed, which results in increased rework for the team. What should the project manager do?

- A. Ask the customer to review the deliverables in each iteration based on their availability.
- B. Request the customer to clarify all requirements at the start of each iteration.
- C. Plan ahead and define the best way to review the deliverables with the customer.
- D. Include the customer in daily project activities to gain the required guidance.

Answer: C

#### NEW QUESTION 330

A project management office (PMO) director finds that the project managers leading software development projects are not consistently seeking approval from

other division leaders in cybersecurity and operations before deploying code into production. The PMO director asks the project manager to develop a solution for this issue.

What should the project manager do to fix this problem?

- A. Establish a daily scrum meeting and invite division leaders to attend so they can be aware of upcoming code releases.
- B. Provide division leaders with a teleconference phone number to call if they have concerns after code is deployed into production.
- C. Create a new policy requiring project managers to email division leaders before deploying code into production.
- D. Launch an enterprise governance structure comprised of division leaders to establish policies for code releases.

**Answer: D**

#### **NEW QUESTION 333**

A project manager is assigned to a major construction project. The project is critical to the city's population, and especially to the local government official who committed to delivering the project on time as an election promise. A new project sponsor has been assigned and wants to include aspects that the previous project sponsor did not support. What should the project manager do next?

- A. Meet with the new project sponsor to review the current project scope and the requested changes.
- B. Rebaseline the project as there is now a new project sponsor, which is presenting an opportunity to review and recalibrate the project objectives.
- C. Invite the project sponsor to a briefing with the project team to demonstrate progress and seek further support to meet project-committed deliverables.
- D. Inform the new project sponsor that the new aspects will not be included in this project.

**Answer: A**

#### **NEW QUESTION 335**

A project manager is leading an innovation project that is facing a lot of risks due to a high level of uncertainty. What strategy should the project manager use to manage these risks using an agile approach?

- A. Develop an agile risk matrix to track, assess, and evaluate the uncertainty of the project.
- B. Implement a scrum risk retrospective to analyze the risks at the end of the project.
- C. Assign an agile risk manager to better understand and track the project risks.
- D. Evaluate the risks constantly and reprioritize work as the project progresses.

**Answer: D**

#### **NEW QUESTION 339**

A project manager is managing a large project. During a review meeting, the project manager discovers that one of the team members who use to be a high performer was not able to complete their work on time.

What should the project manager do?

- A. Talk to the team member to determine why their performance changed.
- B. Talk to the team member and a human resources (HR) representative.
- C. Talk to the team member's manager to provide more training.
- D. Talk to the project lead and ask them to allocate less demanding tasks.

**Answer: A**

#### **NEW QUESTION 342**

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