Vendor:PMI

Exam Code:PMP

Exam Name: Project Management Professional - 2023 New Version

Version: Demo

QUESTION 1

A project manager leads a software development project in a hybrid environment. During project planning, the project manager identified a risk where a technical resource for a critical path item may not be available when needed. One week before the resource is needed, the technical engineer had a personal emergency and had to take a leave.

What should the project manager do next?

A. Update the lessons learned report and the risk log to reflect that this risk has materialized.

B. Revise the project management plan and move the task to a time when the technical resource will be available.

C. Consult the risk register for an appropriate planned risk response and implement.

D. Review the business requirement with stakeholders and exclude the task assigned to the technical resource.

Correct Answer: C

QUESTION 2

A project manager is managing a very important business transformation project. The goal of the project is to extend a desktop application with a mobile application module.

The marketing department believes that a main competitor is working on a similar product.

Which delivery approach should the project manager use for this project?

A. Traditional delivery, to ensure high quality and that the product meets market demands

B. Extreme Programming (XP) delivery, to mitigate the high risk related to a new product

C. Iterative delivery, to ensure that user feedback is incorporated into the second iteration

D. Incremental delivery, to ensure that mobile capability is released fast to the users

Correct Answer: D

QUESTION 3

A project manager became aware of misunderstandings between a key stakeholder.and a team member with regard to some of the features defined in the project scope. What.should the project manager do?

A. Reconcile the key stakeholder to the team member\\'s recommendation.

B. Reconcile the team member to the key stakeholder\\'s recommendation.

C. Escalate the communication concerns to the project management office (PMO) and request that they take action

D. Work with both the team member and the key stakeholder to reach a consensus.

Correct Answer: D

QUESTION 4

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. Discuss the issue in the next sprint review meeting.

B. Train the team members on the organization\\'s procedures.

C. Ask the organization to improve the internal procedures.

D. Try to remove the barriers and empower team members.

Correct Answer: D

QUESTION 5

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.

Correct Answer: C

QUESTION 6

A project manager is leading a team of diverse individuals of all ages. The working hours for the project were set at the beginning of the project, and all team members agreed to the hours. However, later in the project, one of the team members informed the project manager that the previously agreed upon hours no longer work due to the team member\\'s personal commitments.

What should the project manager do?

A. Allow the most senior team members to decide the time that works for the team.

B. Reassess the team\\'s hours collaboratively so that the team is not impeded by the issue.

C. Discuss the lack of dedication with the team member and their functional manager.

D. Remove the team member from the project team to be fair to the other members.

Correct Answer: B

QUESTION 7

A new resource has joined an iterative project team The project manager notices that the resource is unable to complete the deliverables on time How should the project manager address this situation?

A. Address the lack of performance by coaching the new team member

B. Discuss options to improve performance with the resource manager

C. Provide performance feedback as part of the retrospective ceremony.

D. Request a more efficient replacement resource from the project sponsor

Correct Answer: A

QUESTION 8

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.

Correct Answer: A

QUESTION 9

A contractor delivering construction services to a company is using agile principles to manage the project tasks. Engineers are producing frequent design changes due to new legislation. There is a risk the contractor may lose money due to resources waiting on design changes or performing rework.

What should the project manager do to minimize the cost?

A. Put the project on hold until all definitions are ready in order to avoid rework.

B. Review the backlog with the product owner and prioritize the tasks that are least likely to be affected by a change in legislation.

C. Capture the engineers\\' feedback at the daily meeting and communicate it to the product owner.

D. Cancel the project release resources, then start again when all the definitions are ready.

Correct Answer: B

QUESTION 10

A project team was hired to perform on-site duties, but there were unexpected circumstances that required the entire team to work remotely Some team members returned to their hometowns and they are now requesting reimbursement for operational expenditures.

What should the project manager do?

A. Follow the Perform integrated Change Control process and submit a change request

B. Ask [he team members to draft a justification before processing the reimbursements

C. Update the project management plan with the incurred costs

D. Review the budget and allocate funds for the reimbursements

Correct Answer: A

QUESTION 11

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.

Correct Answer: B

QUESTION 12

DRAG DROP

During a project\\'s planning session, the project team discussed selecting the required information to be included in the

monthly progress report This report will be produced in the Executing and Monitor and Controlling phases and will be used when communicating project progress to the client Match the scenario on the left with the action on the right.

Select and Place:

Team will measure the progress and convert it to equivalent dollar value		Value of Work Done
Team will measure project progress and compare it to base schedule		Schedule Performance Index (SPI)
Team will show a graphical representation of actual progress, trend progress, and the planned progress		Earned Value (EV) Calculation
Team will show the project progress with measurement of cost & schedule		S-Curve

Correct Answer:

	Team will measure the progress and convert it to equivalent dollar value
	Team will measure project progress and compare it to base schedule
	Team will show the project progress with measurement of cost & schedule
	Team will show a graphical representation of actual progress, trend progress, and the planned progress