Product Questions: 1707
Version: 22.0

Topic 1, Exam Pool A

Question: 1

A new project manager is planning an information security project for a company that resides in different countries. What is the first step the project manager should take to gather customer requirements?

A. Conduct a stakeholder analysis to identify how regional policies may influence needs
B. Request relevant stakeholders to conduct an analysis and reach consensus independently
C. Conduct a project scope review workshop with relevant stakeholders.
D. Conduct project planning meetings in one location with relevant stakeholders

Answer: A

Explanation:

The first step the project manager should take to gather customer requirements for an information security project is to conduct a stakeholder analysis. A stakeholder analysis is a technique that helps identify the key stakeholders, their needs, expectations, interests, and influence on the project. By conducting a stakeholder analysis, the project manager can understand how regional policies may affect the customer requirements, such as legal, regulatory, cultural, or ethical factors. A stakeholder analysis can also help the project manager prioritize the requirements and plan the communication and engagement strategies with the stakeholders. Reference: PMBOK® Guide, Sixth Edition, pages 513-515; A 6-step guide to requirements gathering for project success, Step 1: Assign roles.

Question: 2

A project team with members from many different countries is struggling to cooperate The project manager accepted these difficulties during the storming phase of team development, but the team has not moved to the next phase The project is beginning to fall behind schedule

What can the project manager do to move the team to the norming phase?

A. Plan social activities to help foster stronger interpersonal relationships and identify shared goals.
B. Speak with the project sponsor about changing the team composition

C. Figure out who is behind the issues and apply progressive disciplinary techniques.
D. Show the team the schedule impact of their communication issues and encourage them to put their differences aside

Answer: A

Explanation:

According to the Project Management Professional (PMP) Reference Materials, the norming stage of team development is when the team members start to respect each other, collaborate effectively, and work towards a common vision1. One of the ways to facilitate this stage is to plan social activities that can help the team members bond, build trust, and appreciate their diversity2. By engaging in social activities, the team can also identify shared goals and values that can motivate them to perform better on the project3. The other options, B, C, and D, are not effective ways to move the team to the norming stage. Speaking with the project sponsor about changing the team composition may disrupt the team dynamics and cause more conflicts4. Figuring out who is behind the issues and applying progressive disciplinary techniques may create resentment and fear among the team members and damage their morale5. Showing the team the schedule impact of their communication issues and encouraging them to put their differences aside may not address the root causes of the problems and may lead to further misunderstandings and frustrations. Reference: 1: A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Sixth Edition, Chapter 9.4.2.2, "Team Development Stages". 2: The Five Stages of Team Development and the Role of the Project Manager, Section "Norming". 3: Manager's Guide to Navigating The Four Stages of Team Development, Section "Norming Stage". 4: Climbing to Performance : Four Stages of Team Development, Section "Storming". 5: Project Human Resource Management, Section "Managing Project Teams". : How To Move The Team Through The Stages Of Team Development, Section "Storming".

Question: 3

A company's project management office (PMO) has been trying to implement an adaptive approach in the project management framework and a project manager has been asked to use adaptive tools in their next project This is not the first time the request has been made and the previous project failed when adaptive tools were implemented
What should the project manager do?

A. Prepare a change request and seek approval from the steering committee regarding the new project framework
B. Conduct individual interviews with key stakeholders in order to understand all concerns, then prepare a communications management plan
C. Bring in a third party company to develop and implement a hybrid framework for this specific project.
D. Recommend to the PMO that it is not the right time to start implementing adaptive tools in projects

Answer: B

Explanation:
According to the PMBOK Guide, an adaptive approach in project management is one that responds

to changes and uncertainties in the project environment. Adaptive tools are techniques that enable project managers to plan and execute projects in an iterative and flexible way. Some examples of adaptive tools are agile methods, scrum, kanban, and lean. However, not all projects are suitable for using adaptive tools, and some stakeholders may have different expectations and pReference regarding the project management approach. Therefore, before implementing adaptive tools in a project, the project manager should conduct individual interviews with key stakeholders to understand their concerns, needs, and expectations. This will help the project manager to identify the level of stakeholder engagement, the degree of change tolerance, and the potential risks and benefits of using adaptive tools. Based on the information gathered from the interviews, the project manager should then prepare a communications management plan that defines how the project information will be communicated to the stakeholders, including the frequency, format, and content of the communication. The communications management plan should also include a feedback mechanism that allows the stakeholders to provide their input and feedback throughout the project lifecycle. This will help the project manager to manage the stakeholder expectations, address the stakeholder concerns, and ensure the stakeholder satisfaction with the project outcomes. Reference: PMBOK Guide, 7th edition, Chapter 2: Project Performance Domains, Section 2.1: Project Delivery Approach, pp. 23-251
PMBOK Guide, 7th edition, Chapter 3: Project Management Principles, Section 3.5: Engage Stakeholders, pp. 41-421
PMBOK Guide, 7th edition, Chapter 4: Tailoring, Section 4.2: Tailoring Considerations, pp. 51-531
PMBOK Guide, 7th edition, Chapter 8: Communications, Section 8.2: Plan Communications, pp. 123-1251
Professional in Business Analysis (PMI-PBA) Handbook, Section 5: Exam Content Outline, Domain 2: Planning, Task 2.3: Develop a communication management plan, pp. 21-222

Question: 4

To estimate the costs of a new project that is similar to a project that was implemented last year, the project manager meets with a group of experts from the previous project The group uses a three-point estimating technique The project manager submits the estimated budget to the project sponsor for approval The project sponsor, who is new to the company, is concerned because the budget exceeded their expectations
What should the project manager do?

A. Review the organizational process assessment to determine if a contingency reserve was considered in the budget estimate
B. Review the historical information and lessons learned from last year's project to justify the new budget estimate
C. Change the budgeting technique to a more accurate, bottom-up cost estimation.
D. Use soft skills to convince the project sponsor to approve the new budget estimate

Answer: B

Explanation:
The project manager should review the historical information and lessons learned from last year's project to justify the new budget estimate. This is because the project manager used an analogous

estimating technique, which is based on the costs of similar projects in the past. By reviewing the historical information and lessons learned, the project manager can explain to the project sponsor how the costs of the new project were derived, what assumptions and risks were considered, and how the three-point estimating technique was applied. This can help the project sponsor understand the rationale behind the budget estimate and increase their confidence in its accuracy and validity. The project manager can also use this opportunity to discuss the benefits and value of the new project and how it aligns with the organizational strategy and objectives. Reference: PMBOK Guide, 6th edition, section 7.2.2.4, page 262, Free PMP® Exam Sample Question 04 (Earned Value)

Question: 5

The project manager is having difficulty obtaining approval of the project requirements because there is disagreement among the project stakeholders This issue is putting the project schedule at risk
What should the project manager do first to facilitate the approval of project requirements'?

A. Review the project charter
B. Perform a stakeholder analysis
C. Identify the source of the disagreement
D. Hold a team-building event

Answer: C

Explanation:

According to the PMBOK® Guide, the project manager should identify the source of the disagreement among the project stakeholders as the first step to facilitate the approval of project requirements. This is because identifying the source of the disagreement can help the project manager understand the root cause of the conflict, the interests and needs of the stakeholders, and the potential impact of the disagreement on the project objectives and deliverables. By identifying the source of the disagreement, the project manager can then choose an appropriate conflict resolution technique, such as compromising, collaborating, smoothing, forcing, or withdrawing, to resolve the issue and obtain the approval of the project requirements1. The other options are not the first steps to facilitate the approval of project requirements, because:
Reviewing the project charter may help the project manager clarify the project scope, objectives, and high-level requirements, but it does not address the specific source of the disagreement among the stakeholders2.
Performing a stakeholder analysis may help the project manager identify the stakeholders, their roles, expectations, influence, and communication needs, but it does not address the specific source of the disagreement among the stakeholders3.
Holding a team-building event may help the project manager improve the team morale, trust, and collaboration, but it does not address the specific source of the disagreement among the stakeholders4. Reference: 1: PMBOK® Guide, Sixth Edition, Chapter 9.5.2.1, Conflict Management 2: PMBOK® Guide, Sixth Edition, Chapter 4.1.3.1, Project Charter 3: PMBOK® Guide, Sixth Edition, Chapter 13.1.3.1, Stakeholder Analysis 4: PMBOK® Guide, Sixth Edition, Chapter 9.4.2.4, Team-Building Activities

Question: 6

A project manager has been assigned to a project and receives the project charter from the project management office (PMO) The document is very clear about customer requests During Project Scope Management some requirements seem to be different from the ones specified within the project charter

What should the project manager do?

A. Modify the baseline of the project for minor impact changes to the project scope
B. Use a focus group and brainstorming sessions to gather more details about the project scope
C. Register the changes in the configuration management plan and send it to the change control board (CCB).
D. Explain to the sponsor that these requests could endanger the schedule and cost of the project

Answer: B

Explanation:
According to the PMBOK® Guide, the project manager should identify the source of the disagreement among the project stakeholders as the first step to facilitate the approval of project requirements. This is because identifying the source of the disagreement can help the project manager understand the root cause of the conflict, the interests and needs of the stakeholders, and the potential impact of the disagreement on the project objectives and deliverables. By identifying the source of the disagreement, the project manager can then choose an appropriate conflict resolution technique, such as compromising, collaborating, smoothing, forcing, or withdrawing, to resolve the issue and obtain the approval of the project requirements1. The other options are not the first steps to facilitate the approval of project requirements, because:
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Question: 7

A research and development team is finishing up a two year initiative The project manager is focused on the closing activities for the project.
Which activity should be considered as a priority?

A. Mark the product backlog completion status and update the communications management plan.
B. Ensure that knowledge transfer activities are executed as planned
C. Release the resources and plan for a project completion celebration.
D. Hold a steering committee meeting to inform them of the project completion

Answer: B

Explanation:
According to the PMBOK Guide, one of the key activities in the closing process group is to ensure that the project or phase information is archived, the planned work is completed, and organizational team resources are released to pursue new endeavors1. Knowledge transfer is an important part of this activity, as it involves sharing the lessons learned, best practices, and project outcomes with relevant stakeholders and other projects. Knowledge transfer helps to improve organizational performance, enhance customer satisfaction, and enable continuous learning2. Therefore, ensuring that knowledge transfer activities are executed as planned should be considered as a priority for the project manager in the closing process group. The other options are not as important or relevant as knowledge transfer. Marking the product backlog completion status and updating the communications management plan are part of the monitoring and controlling process group, not the closing process group1. Releasing the resources and planning for a project completion celebration are also part of the closing process group, but they are not as critical as knowledge transfer for the project success and organizational benefit1. Holding a steering committee meeting to inform them of the project completion is a good practice, but it is not a priority activity, as it can be done after the knowledge transfer is completed3. Reference: PMBOK Guide, 6th edition, Chapter 4.7, Knowledge Transfer in Project Management - PMI, How to Close a Project - ProjectManager.com

Question: 8

An agile project manager would like to convert the requirements document into epics, capabilities, features and stories In how many iterations should the project manager estimate the story duration?

A. Four iterations
B. One iteration
C. Two iterations
D. Three iterations

Answer: B

Explanation:
An agile project manager would like to convert the requirements document into epics, capabilities, features and stories in order to create a product backlog that can be prioritized and refined by the agile team and the product owner. The product backlog is a dynamic and evolving artifact that represents the customer's needs and expectations for the product. To estimate the story duration, the agile project manager should use the team's historical data and empirical evidence from previous iterations. The agile project manager should also involve the team members who will perform the work in the estimation process, as they have the best knowledge and expertise about the tasks and the complexity involved. The agile project manager should estimate the story duration

in one iteration, as this is the timebox for delivering a potentially releasable product increment. Estimating the story duration in one iteration allows the agile project manager to plan and monitor the iteration progress, adjust the scope and priorities based on feedback and changes, and ensure that the team delivers value to the customer in a timely manner. Estimating the story duration in more than one iteration would introduce uncertainty and risk, as the team's velocity, the customer's requirements, and the product's quality might change over time. Estimating the story duration in less than one iteration would not be feasible, as the team would not have enough time to complete the work and validate the results. Reference: PMBOK Guide, 6th edition, Section 6.2, 6.3, 6.4, 6.5, Agile Practice Guide, Section 3.2, 3.3, 4.2, 4.3

Question: 9

A software project using an agile approach is facing quality issues with every release, generating many production problems. What should the project manager do to fix the problem and improve the quality?

A. Seek extra funding approval with the sponsor to replace junior team members for more experienced ones
B. Create a reward system granting incentives to the team members who are able to catch more defects
C. Hire an external company to add an additional layer of testing, making sure that the final product is well inspected before releasing.
D. Use the retrospective meeting to better understand the root cause of the quality problems and put together a plan with the team to address the problems

Answer: D

Explanation:

The retrospective meeting is a key practice in agile methodology that allows the team to inspect and adapt their processes and performance after each iteration. The retrospective meeting helps the team to identify what went well, what went wrong, and what can be improved in the next iteration. By using the retrospective meeting, the project manager can facilitate a collaborative and constructive discussion with the team to find out the root cause of the quality issues and devise a plan to fix them. The plan may include actions such as implementing better engineering practices, enhancing communication and collaboration, increasing testing coverage, or applying feedback from customers and stakeholders. The retrospective meeting also helps the team to learn from their mistakes, celebrate their successes, and foster a culture of continuous improvement123. Reference: PMBOK® Guide, Sixth Edition, pages 28-29, 50-51; Agile Practice Guide, pages 33-34, 62-63; How to Run an Agile Retrospective Meeting with Examples.

Question: 10

An agile project is running its fifth iteration out of eight After the last iteration planning the team was informed that there is a new competitor in the market and it is necessary to move faster to ensure

market share is not missed What should the project manager do?

A. Add the competitor's functionalities to the product backlog to improve the product
B. Ask the sponsor to add more people to the team
C. Help the team to find a new approach to launch the product as soon as possible
D. Ask the team to increase the velocity to launch the product as soon as possible

Answer: C

Explanation:

According to the Agile Practice Guide, one of the principles of agile project management is to "respond to change over following a plan" 1. This means that agile teams should be able to adapt to changing requirements and market conditions, and deliver value to the customer as quickly as possible. Adding the competitor's functionalities to the product backlog (option A) may not be the best way to respond to change, as it may increase the scope and complexity of the project, and delay the delivery of the product. Asking the sponsor to add more people to the team (option B) may also not be effective, as it may disrupt the team dynamics and communication, and cause the Brooks' law effect, which states that "adding manpower to a late software project makes it later". Asking the team to increase the velocity to launch the product as soon as possible (option D) may compromise the quality and sustainability of the product, and put undue pressure on the team. Therefore, the best option is to help the team to find a new approach to launch the product as soon as possible (option C), which may involve prioritizing the most valuable features, reducing the technical debt, applying lean principles, and collaborating with the customer and other stakeholders. Reference: 1: Agile Practice Guide, Chapter 2: An Introduction to Agile, page 13 2: The Mythical Man-Month: Essays on Software Engineering, by Frederick P. Brooks Jr., page 25

Question: 11

During the development of a product, the project manager observes conflicts between project stakeholders, resulting in deliverable and output approval delays On which area should the project manager focus?

A. Revisiting the project management plan to ensure deliverables are on time
B. Increasing the frequency of project update meetings to keep stakeholders informed
C. Revisiting the stakeholder engagement plan, focusing on specific overlooked stakeholders
D. Reviewing the business case and identifying gaps within scope

Answer: C

Explanation:
According to the PMBOK Guide, a stakeholder engagement plan is a document that identifies the current and desired levels of stakeholder engagement, and the strategies and actions to increase or maintain stakeholder support throughout the project. A stakeholder engagement plan is an essential tool for managing stakeholder expectations, addressing stakeholder concerns, and resolving

stakeholder conflicts. Conflicts between project stakeholders can result in delays, rework, scope changes, or even project failure. Therefore, the project manager should focus on revisiting the stakeholder engagement plan, focusing on specific overlooked stakeholders, to identify the root causes of the conflicts and the best ways to engage them. By doing so, the project manager can improve the stakeholder relationships, align the stakeholder interests, and facilitate the deliverable and output approval process. Reference:

PMBOK Guide, 7th edition, Chapter 8: Communications, Section 8.3: Manage Communications, pp. 126-1271

PMBOK Guide, 7th edition, Chapter 9: Stakeholders, Section 9.2: Plan Stakeholder Engagement, pp. 141-1431

PMBOK Guide, 7th edition, Chapter 9: Stakeholders, Section 9.3: Engage Stakeholders, pp. 144-1451

Professional in Business Analysis (PMI-PBA) Handbook, Section 5: Exam Content Outline, Domain 2: Planning, Task 2.4: Develop a stakeholder engagement plan, pp. 22-232

Question: 12

During the execution of a project within an operations function the project manager encounters scope changes and a delay in the delivery of critical tasks How should the project manager address this situation?

A. Communicate the concerns to the project management office (PMO) during the weekly project reports
B. Call for a team meeting to decide if the changes should be included
C. Initiate the change request to modify the scope and adjust the timelines
D. Conduct an impact analysis and present the results to the steering committee for approval

Answer: C

Explanation:
The project manager should initiate the change request to modify the scope and adjust the timelines. This is because the project manager is responsible for managing the project scope and ensuring that the project delivers the agreed outcomes within the approved budget and schedule. When the project manager encounters scope changes and a delay in the delivery of critical tasks, they should follow the change management process as defined in the project management plan. This process involves initiating a change request that describes the proposed changes, their impact, and their justification. The change request should then be submitted to the appropriate authority, such as the change control board or the steering committee, for review and approval. The project manager should also update the project documents, such as the scope baseline, the schedule baseline, and the cost baseline, to reflect the approved changes. The project manager should communicate the changes and their implications to the relevant stakeholders, such as the project team, the PMO, the sponsor, and the customer. Reference: PMBOK Guide, 6th edition, section 4.6, page 115, PMP Exam Prep, 10th edition, page 180

Question: 13

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

Answer: C

Explanation:
 According to the PMI Guide to Business Analysis, a change request is a formal proposal to modify any document, deliverable, or baseline. It is used to request changes to the project scope, schedule, cost, quality, or any other aspect of the project. A change request should include the following information: the reason for the change, the impact of the change, the alternatives considered, the recommendation, and the approval status. A change request should be initiated whenever there is a deviation from the agreed-upon project scope or plan, or when there is a need to accommodate new or modified requirements. A change request should be submitted to the appropriate authority for review and approval, such as the project sponsor, the change control board, or the steering committee. A change request should also be communicated to the relevant stakeholders, such as the project team, the customer, the PMO, or the operations function. A change request should be aligned with the project objectives, the business needs, and the stakeholder expectations. A change request should be evaluated based on the criteria established by the project governance, such as the business value, the feasibility, the risk, the urgency, and the alignment with the project charter. A change request should be implemented only after it has been approved and authorized by the appropriate authority. A change request should be monitored and controlled throughout the project life cycle to ensure that the expected benefits and outcomes are achieved.
In this situation, the project manager should initiate a change request to modify the scope and adjust the timelines, because there are scope changes and a delay in the delivery of critical tasks that affect the project performance and the stakeholder satisfaction. The project manager should document the rationale and the impact of the change request, and submit it to the appropriate authority for approval. The project manager should also communicate the change request to the relevant stakeholders, and update the project plan and the project baselines accordingly. This way, the project manager can ensure that the project is aligned with the business needs and the stakeholder expectations, and that the project delivers the expected value and benefits. Reference:
The PMI Guide to Business Analysis, Chapter 6: Traceability and Monitoring, Section 6.4: Manage Changes to Requirements
Business Analysis for Practitioners: A Practice Guide, Chapter 7: Traceability and Monitoring, Section 7.4: Manage Changes to Requirements

Question: 14

The project velocity has recently slipped, and a decision was made to skip testing to increase the momentum and bong the project back on track What will the project manager need to focus on as a result of this decision?

A. Increased bum rate
B. Increased cost
C. Increased technical debt
D. Decreased efficiency

Answer: C

Explanation:
Technical debt is the term used to describe the consequences of poor quality or incomplete work in software development projects. It refers to the implied cost of rework or maintenance that will be required in the future due to skipping or compromising on testing, documentation, design, or other best practices. Technical debt can negatively affect the project velocity, quality, performance, reliability, security, and customer satisfaction. According to the Professional in Business Analysis Reference Materials1, technical debt can be classified into four types:

Deliberate and reckless: This is when the team intentionally chooses to skip testing or other quality measures, knowing that it will create problems later, but without a plan to address them. This is the most harmful type of technical debt, as it can lead to major defects, failures, or breaches that can jeopardize the project or the organization.

Deliberate and prudent: This is when the team intentionally chooses to skip testing or other quality measures, knowing that it will create problems later, but with a plan to address them as soon as possible. This is a common type of technical debt, as it can help the team meet urgent deadlines, deliver minimum viable products, or respond to changing requirements. However, this type of technical debt still requires careful management and prioritization, as it can accumulate over time and become unmanageable.

Inadvertent and reckless: This is when the team unintentionally creates technical debt due to lack of skills, knowledge, or experience, and without realizing the impact of their actions. This is a dangerous type of technical debt, as it can result in poor quality products, low customer satisfaction, and high maintenance costs. This type of technical debt can be prevented by investing in training, coaching, mentoring, and peer reviews.

Inadvertent and prudent: This is when the team unintentionally creates technical debt due to unavoidable factors, such as evolving technologies, standards, or customer needs, and with a plan to address them as part of continuous improvement. This is an inevitable type of technical debt, as it reflects the dynamic nature of software development. This type of technical debt can be managed by adopting agile practices, such as frequent feedback, retrospectives, and refactoring.

Therefore, the correct answer is C. Increased technical debt. By skipping testing, the project manager and the team are creating deliberate and reckless technical debt, which can have severe consequences for the project and the organization. The project manager will need to focus on identifying, measuring, and reducing the technical debt as soon as possible, and avoid making such decisions in the future.
Reference:
Technical Debt: Definition, Types, and Management.

Question: 15

DRAG DROP

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

Answer:

Explanation:

Question: 16

A company just started managing a project using an agile approach Due to this change the general manager is worried about the scope definition process for upcoming projects
What should the project manager do to ensure the project scope is completely defined?

A. Meet with the general manager and convince them to return to using predictive approaches to avoid any risk.
B. Ask for a budget increase to implement a double-check process to ensure every business need is included in the requirements
C. Help sponsors and stakeholders craft the product vision, and bring the team and product owner together to clarify expectations
D. Ask the general manager to review every requirement to ensure all projects will deliver the requested products

Answer: C

Explanation:

In an agile approach, the project scope is not completely defined upfront, but rather evolves and emerges throughout the project lifecycle. The project manager's role is to facilitate the collaboration and communication among the project team, the product owner, and the stakeholders, and to ensure that the project delivers value and meets the customer needs. One of the ways to do this is to help the sponsors and stakeholders craft the product vision, which is a high-level description of the product's purpose, features, and benefits. The product vision provides a clear direction and alignment for the project and guides the development of the product backlog, which is a prioritized list of user stories and other requirements. The project manager should also bring the team and the product owner together to clarify the expectations, assumptions, and constraints of the project, and to review and refine the product backlog regularly. This will help to ensure that the project scope is defined and validated iteratively and incrementally, and that the project delivers the most valuable features to the customer. The other options are not appropriate for an agile approach. Meeting with the general manager and convincing them to return to using predictive approaches would be counterproductive and disrespectful of the company's decision to adopt agile. Asking for a budget increase to implement a double-check process would be wasteful and unnecessary, as agile relies on frequent feedback and testing to ensure quality and customer satisfaction. Asking the general manager to review every requirement would be micromanaging and interfering with the product owner's authority and responsibility to prioritize and manage the product
backlog. Reference: PMBOK Guide, 6th edition, Chapter 5.1.2, 5.4.2, 5.6.2, Agile Practice Guide, 1st edition, Chapter 2.2, 2.3, 3.2

Question: 17

During project execution, the project manager notices that the work performance reports have deteriorated drastically in less than two weeks The project team in country A is complaining about delays resulting from holidays occurring in country B that have impacted their project team

How should the project manager handle this situation?

A. Implement crashing to compress the schedule and improve the schedule performance index (SRI).
B. Implement fast-tracking to compress the schedule and improve the SPI
C. Perform conflict management using the project's resource management plan.
D. Review the risk management plan to evaluate the probability and impact of these delays

Answer: D

Explanation:
The project manager should review the risk management plan to evaluate the probability and impact of these delays, and determine the appropriate response strategies. The risk management plan is a document that describes how risk management activities will be planned, structured, and performed throughout the project. It includes the processes, roles and responsibilities, tools and techniques, risk categories, risk appetite, risk thresholds, and risk response strategies for the project1. By reviewing the risk management plan, the project manager can identify the risks that are causing or contributing to the delays, such as cultural differences, communication barriers, or schedule conflicts. The project manager can also assess the likelihood and severity of these risks, and their

effect on the project objectives, such as scope, time, cost, quality, and stakeholder satisfaction. Based on this analysis, the project manager can select the best risk response strategies, such as avoid, transfer, mitigate, exploit, share, enhance, or accept, and implement them to reduce the negative impact or increase the positive impact of the risks2. The project manager can also update the risk register, which is a document that records the details of all identified risks, their analysis, and their response plans3.

The other options, implementing crashing, fast-tracking, or conflict management, are not the best ways to handle this situation. Crashing and fast-tracking are schedule compression techniques that can be used to shorten the project duration without changing the project scope4. However, these techniques have drawbacks, such as increasing costs, risks, or rework, and they may not address the root causes of the delays. Conflict management is a process of resolving disagreements among project stakeholders, such as team members, sponsors, customers, or suppliers5. However, conflict management may not be effective if the delays are caused by external factors, such as holidays, that are beyond the control of the project team.

Reference: 1 A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Sixth Edition, Chapter 11.1.3.1 2 A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Sixth Edition, Chapter 11.5.2 3 A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Sixth Edition, Chapter 11.4.2.1 4 A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Sixth Edition, Chapter 6.6 5 A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Sixth Edition, Chapter 9.5

Question: 18

During daily calls team members share task progress One team member does not usually communicate many details and has critical tasks to be completed All team members are located in different countries and critical work is about to start Which two options will help the project manager in this situation? (Choose two)

A. Encourage all team members to use a virtual workspace
B. Ask the team to send emails with detailed task progress
C. Talk to the team member about their engagement and take appropriate action.
D. Reassign the work to a resource who participates in the daily calls
E. Report the team member's poor performance to the functional manager

Answer: AC

Explanation:
A virtual workspace is a tool that allows team members to collaborate and communicate online, regardless of their physical location. A virtual workspace can help the project manager and the team to share information, documents, updates, feedback, and ideas in real time. A virtual workspace can also enhance the team's trust, cohesion, and productivity. By encouraging all team members to use a virtual workspace, the project manager can ensure that everyone is on the same page and has access to the latest project information. The project manager can also monitor the team member's progress and provide support if needed12.

Talking to the team member about their engagement and taking appropriate action is another option that can help the project manager in this situation. The project manager should try to understand the reasons behind the team member's lack of communication and details, such as lack of motivation,

skills, resources, or clarity. The project manager should also provide constructive feedback and guidance to the team member, and set clear expectations and goals for their performance. The project manager should also follow up with the team member regularly and recognize their achievements. If the team member does not improve their communication and details, the project manager may need to escalate the issue to the functional manager or consider reassigning the work to another resource34. Reference: 12 Project Management Strategies To Improve Efficiency, Strategy 6: Use a virtual workspace; 8 Steps for Better Issue Management, Step 5: Communicate with the team; PMBOK® Guide, Sixth Edition, pages 368-369, 376-377; Agile Practice Guide, pages 28-29, 50-51.

Question: 19

During the implementation phase of a construction project the customer asked a key subcontractor to deliver a work package ahead of time The subcontractor was not prepared for it and asked the project manager for additional budget What should the project manager do first?

A. Ask upper management for more funds and update the project budget
B. Revise the project scope accordingly to cope with the budget changes
C. Update the risk register and project log. and manage the budget closely.
D. Submit a change request to accelerate the project as requested

Answer: D

Explanation:
According to the Project Management Professional (PMP) Reference Materials, the project manager should submit a change request to accelerate the project as requested by the customer when the key subcontractor asked for additional budget. This is because a change request is a formal proposal to modify any document, deliverable, or baseline of the project1. In this case, the change request would affect the project schedule, cost, and scope baselines, as well as the contract terms with the subcontractor. Therefore, the project manager should follow the change control process to document, analyze, approve, and implement the change request2. The other options, A, B, and C, are not the first actions that the project manager should take. Asking upper management for more funds and updating the project budget may not be feasible or necessary without a proper justification and approval of the change request. Revising the project scope to cope with the budget changes may not satisfy the customer's needs or expectations, and may also require a change request. Updating the risk register and project log, and managing the budget closely are important activities, but they are not sufficient to address the change request and its implications. Reference: 1: A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Sixth Edition, Chapter 4.6.1, "Change Requests". 2: A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Sixth Edition, Chapter 4.6.3, "Perform Integrated Change Control".

Question: 20

A project manager is implementing a new software system Some department staff members are questioning the necessity of the change and feel the new system will impede their current processes

What should the project manager have done at the start of the project to prevent this resistance?

A. Created a communications management plan that outlined the method of communicating to stakeholders.
B. Ensured that the company culture encourages changes before accepting the project
C. Encouraged leadership to discuss the change with departments that are typically resistant to change
D. Involved stakeholders from all levels of the company so everyone understands the change

Answer: D

Explanation:

According to the PMBOK Guide, stakeholder involvement is a key factor for successful change management. Stakeholders are individuals or groups who can affect or be affected by the project outcomes. By involving stakeholders from all levels of the company, the project manager can ensure that everyone understands the need, benefits, and impacts of the change. This can help to reduce resistance, increase buy-in, and foster collaboration among the stakeholders. Additionally, by involving stakeholders early and often, the project manager can solicit their feedback, address their concerns, and incorporate their suggestions into the project plan. This can enhance the quality and acceptance of the project deliverables and outputs. Furthermore, by involving stakeholders from all levels of the company, the project manager can leverage their influence, expertise, and resources to support the project execution and implementation. This can improve the project performance and increase the likelihood of achieving the project objectives. Reference:
PMBOK Guide, 7th edition, Chapter 3: Project Management Principles, Section 3.5: Engage Stakeholders, pp. 41-421
PMBOK Guide, 7th edition, Chapter 9: Stakeholders, Section 9.1: Identify Stakeholders, pp. 137-1391
PMBOK Guide, 7th edition, Chapter 9: Stakeholders, Section 9.3: Engage Stakeholders, pp. 144-1451
Professional in Business Analysis (PMI-PBA) Handbook, Section 5: Exam Content Outline, Domain 2: Planning, Task 2.4: Develop a stakeholder engagement plan, pp. 22-232
Professional in Business Analysis (PMI-PBA) Handbook, Section 5: Exam Content Outline, Domain 3: Analysis, Task 3.1: Elicit and confirm information from relevant stakeholders, pp. 24-252

Question: 21

An external project manager is managing the construction of new corporate offices for a large company The project management plan states that it is necessary to contract a highly trained external resource to revise and validate an important project component The client has rejected hiring the external resource because of the high cost even though it is within the project budget. What should the project manager do to resolve this issue?

A. Hire the resource in order to achieve the project objectives.
B. Ask the client for a meeting and explain that the task will not be performed
C. Evaluate the consequences and meet with the client to explain the possible scenarios.
D. Try to accomplish the task internally by leveling resources from other projects

Answer: C

Explanation:

The project manager should evaluate the consequences and meet with the client to explain the possible scenarios. This is because the project manager needs to balance the competing demands of scope, time, cost, quality, and stakeholder satisfaction. The project manager should not hire the resource without the client's approval, as this would violate the terms of the contract and the trust relationship. The project manager should not ask the client for a meeting and explain that the task will not be performed, as this would compromise the project objectives and quality standards. The project manager should not try to accomplish the task internally by leveling resources from other projects, as this would create risks and dependencies for both projects and potentially affect their performance. The project manager should evaluate the consequences of not hiring the external resource, such as the impact on the project schedule, quality, scope, and risks. The project manager should also identify alternative solutions, such as negotiating with the client, finding another resource, or modifying the project plan. The project manager should then meet with the client and explain the possible scenarios, highlighting the benefits and drawbacks of each option. The project manager should seek the client's input and feedback and try to reach a mutually agreeable solution that satisfies the project requirements and the client's expectations. Reference: PMBOK Guide, 6th edition, section 4.2, page 89, PMP Exam Prep, 10th edition, page 106

Question: 22

One of a project manager's team members is continuously improving This team member has been a role model and mentor to others in the organization
How should the project manager acknowledge this team member's commitment?

A. Send this person to a meeting to negotiate the scope with the client
B. Appreciate this team member's performance throughout the project life cycle
C. Promote this team member to a coaching role after this project is completed
D. Document it in the team member's end of year performance review

Answer: B

Explanation:

Appreciating this team member's performance throughout the project life cycle is the best way to acknowledge this team member's commitment, because it shows that the project manager recognizes and values the team member's continuous improvement, role modeling, and mentoring. Appreciation can be expressed in various ways, such as writing a thank-you note, acknowledging the team member's contributions in a team meeting, sending an email to the team member's manager, or giving a reward or recognition. Appreciation can motivate and inspire the team member to keep up the good work, as well as to influence other team members to follow the example. The other options are not the best ways to acknowledge this team member's commitment, because they may not be appropriate, timely, or effective. Sending this person to a meeting to negotiate the scope with the client may not be relevant to the team member's role or skills, and it may not be perceived as a positive acknowledgment. Promoting this team member to a coaching role after this project is completed may not be feasible or desirable, and it may not reflect the team member's current

performance. Documenting it in the team member's end of year performance review may be too late or too formal, and it may not convey the project manager's genuine appreciation. Reference: [Acknowledge Members of the Project Team - 3 Simple Ways](), [Power of Acknowledgment -Results on Project Teams](), [50 Impactful Phrases for Appreciating Team Members](), [Positive Reinforcement | PMI - Project Management Institute]()

Question: 23

During the planning stage of a project the project manager realizes that a standard stakeholder engagement approach will not suffice One of the client representatives, who is not a key decision maker, is extremely opinionated This client representative could become a roadblock to progress due to their perceived level of authority during meetings
How should the project manager handle this moving forward?

A. Ask that only key decision makers attend the project meetings.
B. Update the project schedule to cater to this particular stakeholder
C. Allocate time to gain buy-in from the stakeholder prior to key decision meetings.
D. Update the risk register to consider the possible project impacts

Answer: C

Explanation:
 Stakeholder engagement is the process of identifying, analyzing, planning, and implementing actions to communicate with, influence, and involve stakeholders throughout the project lifecycle. Stakeholder engagement aims to ensure that stakeholders are satisfied with the project outcomes, and that their expectations and needs are met. [According to the Professional in Business Analysis Reference Materials1](), stakeholder engagement involves the following steps:
Identify stakeholders: Determine who are the individuals or groups that have an interest or influence in the project, and what are their roles, responsibilities, expectations, and power.
Analyze stakeholders: Assess the level of interest and influence of each stakeholder, and their potential impact on the project objectives, scope, schedule, cost, quality, and risks. Use tools such as stakeholder analysis matrix, power/interest grid, or salience model to categorize stakeholders based on their attributes.
Plan stakeholder engagement: Develop strategies and actions to effectively communicate with, involve, and manage stakeholders throughout the project. Use tools such as stakeholder engagement plan, communication plan, or RACI matrix to define the frequency, mode, content, and responsibility of stakeholder interactions.
Implement stakeholder engagement: Execute the planned activities to engage stakeholders, and monitor and measure their feedback, satisfaction, and performance. Use tools such as stakeholder register, issue log, change log, or performance reports to track and document stakeholder engagement.
Evaluate stakeholder engagement: Review and analyze the effectiveness and outcomes of stakeholder engagement, and identify areas for improvement or adjustment. Use tools such as lessons learned, surveys, or interviews to collect and analyze stakeholder feedback and recommendations.
In this scenario, the project manager realizes that a standard stakeholder engagement approach will not suffice, because one of the client representatives, who is not a key decision maker, is extremely