PMP^{Q&As}

PMP^{Q&As}

Project Management Professional - 2023 New Version

Pass PMI PMP Exam with 100% Guarantee

Free Download Real Questions & Answers **PDF** and **VCE** file from:

https://www.passapply.com/pmp.html

100% Passing Guarantee
100% Money Back Assurance

Following Questions and Answers are all new published by PMI Official Exam Center

QUESTION 1

A proof of concept for a proposed solution was conducted during the project implementation, and it was determined that the current technology cannot support it. What should the project manager do next?

A. Ask another team member to redo the proof of concept using the current technology to ensure It is truly not an option.

B. Use a root cause analysis (RCA) technique like Ishikawa diagrams to determine why the current technology is not supportive.

C. Add this item to the issue log and explore possible resolution options with the team.

D. Update the risk register indicating that a new technology must be chosen by the team lead.

Correct Answer: C

QUESTION 2

A project manager is leading a hybrid project funded by a time and materials (TandM) 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.

Correct Answer: D

QUESTION 3

local company is developing a new product and. for the first time, using a remote team for the programming tasks of features. The design for the product comes from the local team. During the third sprint review, the product owner has concerns about the project\\'s outcomes. The remote development team is complaining that they do not clearly understand the requirements conveyed in the daily standup meetings.

How should the project manager address this situation?

A. Evaluate and reassign the developing tasks to a local vendor who has worked on previous projects.

B. Document the risk in the risk management plan and use contingency reserves to hire a local vendor.

C. Review lessons learned from previous projects and organizational process assets (OPAs).

D. Determine the communication needs, environment, and tools to get the message across.

Correct Answer: D

QUESTION 4

After completion of a project with specific users in various countries, the project manager\\'s supervisor asks if the project users are satisfied with the way the project was run. What two actions should the project manager take? (Choose two)

A. Prepare the lessons learned from the project phase.

B. Obtain official approval on the new process from the various countries

C. Send a questionnaire to the project participants and seek their feedback.

D. Refer to the communications management plan

E. Deliver the project materials to the users and see if they have any comments

Correct Answer: AC

QUESTION 5

During the execution phase, the project manager discovered that the deliverables are not meeting the quality specifications requested by the main stakeholder. This has caused the schedule performance index (SPI) to deteriorate from 0.98 to

0.72 and the cost performance index (CPI) from 1.5 to 1.1.

What action should the project manager take to mitigate the issue of the deliverables being rejected during the next iteration?

A. Submit a change request to prioritize resolutions for the quality issue to minimize the impact on the rest of the deliverables.

B. Reinforce the definition of done (DoD) during sprint planning so that the team has a common understanding of expectations.

C. Assure that the product backlog is properly prioritized to avoid dependencies that cause rejection.

D. Create a dedicated sprint to complete all of the pending specifications from previous sprints.

Correct Answer: B

QUESTION 6

A project manager for a software technology project works in a matrixed organization with virtual teams. Unfortunately, the functional manager informs the project manager that there may not be any resources available to test the software. What should the project manager do next?

A. Engage with the functional manager to discuss details to obtain the required support.

B. Request a teleconference meeting with the sponsor to submit a change request to allow the development team to conduct testing.

C. Discuss testing requirements at the weekly project meeting to negotiate the best approach to test software.

D. Send an email to the procurement specialist to negotiate with a company that specializes in software testing.

Correct Answer: C

QUESTION 7

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.

Correct Answer: A

QUESTION 8

A project has been successfully completed. The project was ahead of schedule, under budget, and delivered the expected benefits. The project sponsor was satisfied and distributed recognition certificates to key project team members. However, the project sponsor accidentally forgot to issue a certificate to a key team member.

How should the project manager treat the missed key team member to avoid disappointment and demotivation?

A. Invite the team member to lunch with the business leader and project sponsor.

B. Thank the team member in a public meeting for their significant contributions to the project.

C. Explain the situation to the team member and follow up with a reward and recognition for them.

D. Request an additional recognition certificate for the missed team member from the project sponsor.

Correct Answer: C

QUESTION 9

An experienced project team member always points out the issues of other team members during meetings. The other team members feel that the experienced team member is deflecting their own issues in meetings. What should the project manager do?

A. Arrange separated group meetings to allow everyone to express their opinions.

B. Review the communications management plan with the team and enforce its implementation.

C. Prepare an agenda for all future team meetings and facilitate the discussion.

D. Speak with the experienced team member to discuss the issues in a supportive way.

Correct Answer: D

QUESTION 10

In an advanced stage of a project a stakeholder who is not receiving the project status report communicates this to the project manager After checking, the project manager determines that the person is registered as a stakeholder but was not included in the communications management plan.

What should the project manager do next1?

A. Update the communications management plan to include the missed stakeholder, and send the current project status documentation to this stakeholder

B. Inform the project sponsor that there are stakeholders who are not included in the communications management plan

C. Inform the stakeholder that the project team cannot provide information to anyone who is not registered in the project\\'s communications management plan

D. Ask the stakeholder to get the project status report from another stakeholder listed in the communications management plan.

Correct Answer: C

QUESTION 11

A major public-transportation construction project is aimed at significantly reducing emissions. The project has been severely delayed due to noncompliance with environmental codes and bylaws.

What should the project manager have done to prevent this?

A. Incorporated sufficient schedule reserves based on similar delays in past projects.

B. Appointed a senior environmental compliance officer to report directly to the project manager.

C. Mapped environmental compliance requirements, identified risks to achieving them, and prepared mitigations.

D. Approached the regulator for a partial waiver in light of the environmental importance of the project.

Correct Answer: C

QUESTION 12

A project team was established for a community impacted by oil and gas exploration activities. The team is required to interact with several external stakeholders. The local council authority has requested a meeting with the project team to discuss the impact of the project on the community. The project manager was not available at the time of the meeting, and the team was in disagreement regarding who should attend the meeting.

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

A. Provided copies of the stakeholder engagement plan to all team members.

B. Defined the roles and responsibilities of the team members.

C. Updated the communications management plan.

D. Established ground rules for the team

Correct Answer: B

QUESTION 13

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 14

A project team member is struggling to understand a specific requirement. How should a servant leader address this issue?

A. Assess and evaluate the team member\\'s skills to ensure alignment to the particular requirement and solution

B. Reassign the requirement to another team member who may have ideas on how to meet the requirement

C. Assist by connecting the product owner with the team member to discuss what problem is to be solved

D. Deprioritize the requirement and assign a task tor it to be restated to provide the necessary clarity

Correct Answer: D

QUESTION 15

A new agile project manager is trying to determine how the team is performing against the schedule for a release. Which tool will provide a deeper look into the team\\'s progress?

A. Release plan Sy

B. Product roadmap

C. Kanban board

D. Burndown chart

Correct Answer: D