



Project Management Professional (2024 Version)

PMP

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1 A business transformation project has a four-phase delivery plan. The project team has successfully delivered one phase of the project.

To further enhance team performance and empower team members, which two actions should the project manager take? (Choose two.)

- A. Encourage team members to cross-check decisions with the project manager.
- B. Vet all of the decisions before execution.
- C. Allow team members to make limited decisions.
- D. Organize and assign team members to tasks where they have strengths.
- E. Support team members to make decisions in their areas of strength.

Answer: DE

2 During a risk management meeting, most of the project team members use a computer to iterate the quantitative risk analysis model numerous times. There will be a cumulative probability distribution (S-curve) representing the probability of achieving any particular outcome.

Which method should the project manager use to assess and manage project risks?

- A. Influence diagrams
- B. Sensitivity analysis
- C. Decision tree analysis
- D. Monte Carlo analysis

Answer: D

3 The product owner decides to launch a product after a couple of releases, knowing that the minimum viable product (MVP) lacks some features. One of the key stakeholders, the marketing vice president, is not happy with the results and questioned the release decision.

What should the project manager do?

- A. Support the product owner's decision and seek better alignment with this stakeholder in order to avoid this type of issue in the future
- B. Coach the team on the decision-making process, assuming a risk-averse strategy towards product releasing
- C. Assume the responsibility for product releases, making the final call on when something is ready for customer launch
- D. Escalate the issue to the sponsor, questioning the authority of the key stakeholder regarding the product launch decision

Answer: A

4 A junior project manager is excited to start working on their first project with a telecommunications company. A senior project manager has decided to educate the junior project manager on the challenges of project management and how to achieve success.

Which three artifacts should the senior project manager tell the junior project manager to utilize to ensure project success? (Choose three)

- A. Organizational process assets (OPAs)
- B. Lesson learned registers from past projects
- C. Historical issue logs
- D. Project scope statement

E. Project management plan

Answer: BCD

5 A company has assigned a project manager to the initial task of determining the resources required for a new project.

What should the project manager consult?

- A.** Company's historical organizational project artifacts
- B.** Company's project responsibility assignment matrix (RAM)
- C.** Company's resource management plan
- D.** Company's resource calendars

Answer: C

6 A project manager encounters a governance issue during the project execution phase. One of the team members complains about receiving assignments from multiple people and states they are not able to work effectively.

What should the project manager establish first in the project governance structure?

- A.** Clear project work breakdown structure (WBS) and timeline
- B.** Resource management and conflict resolution plan
- C.** Risk management and issues resolution plan
- D.** Clear responsible, accountable, consult, and inform (RACI) matrix

Answer: D

Explanation

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The project manager should first establish a clear RACI matrix in the project governance structure. The RACI matrix defines the roles and responsibilities of each team member, outlining who is responsible for making decisions, who is accountable for the outcomes, who should be consulted, and who should be informed. This will help to ensure that there is a clear understanding of who is responsible for assigning tasks and managing work assignments. This will help to prevent confusion and conflicts among team members, and ensure that the team is able to work effectively.

7 During project execution, a global project team was using a video conferencing tool to support the daily meetings. However, during these meetings, only a few team members were actively participating. As a result, lots of misunderstandings occurred.

What should the project manager do to address this issue?

- A.** Check the ground rules of the meeting to review the initial agreement with the team members
- B.** Use round-robin check-ins to facilitate the meeting, so all participants have the opportunity to speak
- C.** Book one-on-one meetings with the team members who are not speaking up during the daily meetings to get their updates
- D.** Identify one team representative to speak up during the daily meeting and share the team updates

Answer: A

8 A project manager has been managing a project for several months when an issue that had not been registered as a risk appeared. This issue may have a big impact on the project.

What should the project manager do?

- A.** Avoid managing the issue as it was not registered as a risk for the project and there is no planned response to it.
- B.** Hold a meeting with the project team and relevant stakeholders to agree on the best way to manage the issue.
- C.** Delay the project until the issue is addressed and no longer presents as a risk to the project.
- D.** Inform the sponsor that the issue has arisen and that the project's success may be uncertain.

Answer: B

9 A project manager has received feedback from stakeholders regarding poor communication about project progress. Weekly status reports were provided to the project management office (PMO), and the standard communications management plan was followed.

What should the project manager do?

- A.** Create a change request for implementing an online collaboration tool.
- B.** Distribute hard copies of status reports and confirm that messages were read.
- C.** Perform a root cause analysis (RCA) of the existing communication approach.
- D.** Ensure that all of the complaining stakeholders are on the distribution list.

Answer: C

10 A product owner is trying to understand how many of the user stories have been completed within a 2-week sprint. How should the project manager approach this situation?

- A.** Use retrospectives to deliver the finished products.
- B.** Invite the product owner to regular standup meetings.
- C.** Have a face-to-face conversation with the product owner.
- D.** Share the burndown chart with the product owner.

Answer: D

11 In a geographically distributed project team, the project team members continue to email status reports and update schedules after their weekly meeting discussions. However, the team is having difficulty tracking the changes and progress made.

What should the project manager do?

- A.** Facilitate training on version control and project artifacts.
- B.** Maintain separate document control via regions to avoid discrepancies.
- C.** Maintain a central repository of artifacts with a version control system.
- D.** Develop a document management software for version control.

Answer: C

12 A company changed the product owner on an existing project. The new product owner has less knowledge of the product than everybody else on the team. Due to the product owner's lack of knowledge, the team does not consider the opinions of the product owner seriously and mostly relies on the project manager's opinion.

What should the project manager do?

- A.** Work with the project management office (PMO) manager to generate an onboarding plan for the new product owner.

- B.** Schedule time to share insights with the new product owner about the product and project information.
- C.** Assume the role of the product owner while the product owner gets familiar with the product.
- D.** Organize a team-building activity and ask the team to respect the opinions of the new product owner.

Answer: B

13 A project manager is working on a unique project that is dissimilar to the project nature of the organization. The project manager is tailoring the artifacts for this new project.

Who should determine which artifacts should be used in the project?

- A.** The project stakeholders should meet and determine the project artifacts to be used by the project manager and the project management team.
- B.** The project manager and project management team should use the standard project artifacts from the database.
- C.** The project sponsor should select the project artifacts that the project manager and project management team should use in the project.
- D.** The project manager and the project management team should select the appropriate artifacts for use in the specific project.

Answer: D

14 A mandatory compliance requirement that will impact the project software is introduced during the execution phase of an iterative project. The team is aware of the compliance requirement. What should the project manager do next?

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

Answer: A

15 During a project's closing phase, the project manager identified that the client did not use one particular service. The client then asks the project manager to informally extend the service beyond the contract end date. The contract is clear about the expiration of the service.

How should the project manager address this situation in order to close the project?

- A.** Escalate the request to the functional manager to approve the additional service hours.
- B.** Issue a change request and activate the formal change control process to address the situation.
- C.** Accept the client's proposal to use the service until the additional hours are exhausted.
- D.** Deny the request and include it in lessons learned documentation for the next contract renewal.

Answer: B

16 A bank is considering building another branch in one of three neighboring cities. The project manager has been tasked with demonstrating the benefits of building a new branch, renting an existing building, or not expanding at all.

How should the project manager proceed?

- A.** Perform a gap analysis on renting in each of the locations.
- B.** Calculate the costs for each option in each location and compare the net present value (NPV) for each.

- C.** Perform a Kano analysis on building a new branch versus renting in each of the locations.
- D.** Calculate the payback period (PBP) for building a new branch in each location versus renting an existing building.

Answer: B

17 A project team is transitioning to agile delivery. The team uses a Kanban board to track progress. In the daily meetings, the team members have been reporting good progress. However, the cards on the board are not progressing toward "done." What should the project manager do?

- A.** Ask each team member to include the completion date on their cards.
- B.** Remind the team that self-organized teams are accountable for project progress.
- C.** Cancel the daily meetings and organize weekly project team meetings.
- D.** Ask the development lead to indicate low performers after the daily meeting.

Answer: A

18 A project manager has been assigned to an education project with the objective of training a workforce in application development. One of the deliverables is to provide internships to the best students in the customer's active projects. However, the customer does not have enough projects in progress right now. The project manager decides to create several internal projects in order to ensure the internships.

Which three actions should the project manager take to fulfill this scenario without adding costs for the customer? (Choose three.)

- A.** Create a work breakdown structure (WBS) of the new scope with the internal projects.
- B.** Create a change request with the scope of the new internal projects.
- C.** Use the project's contingency budget.
- D.** Influence the client to initiate a new project.
- E.** Manage the quality of the delivery.

Answer: ACE

19 A labor union contract negotiation is delaying the completion of a project to build a new manufacturing plant. Because the labor contract was due for renewal this year, the project manager documented the negotiation process as a risk to the project. The project was about to start the first phase of equipment installation at the plant when the negotiation began.

How should the project manager address the situation?

- A.** Acquire contract resources and submit a change request for the cost impact.
- B.** Escalate the issue to the steering committee to ask for mitigation support.
- C.** Log the issue and follow the planned actions in the risk response plan.
- D.** Meet with the project team to determine options for risk mitigation.

Answer: C

20 A project manager notices that a project participant seems frustrated and expresses themselves loudly at status meetings and later discovers that the participant is hearing impaired.

Which process should the project manager have used at the start of the project that would have identified this situation?

- A.** Stakeholder analysis
- B.** Resource needs analysis
- C.** Accommodations assessment
- D.** Team member assessment

Answer: A

21 While reviewing prototypes, the quality team found some deviations that do not affect the main functionality but have the potential to be an issue in the future. To avoid major problems in the future, the team recommends corrective actions that will require additional funds. The project is already struggling to stay on budget and has even used some of the contingency reserves.

What should the project manager do?

- A.** Ask the product designer why the deviation was not considered in the design phase
- B.** Report to the project sponsor that the product is working and the project is struggling with the budget
- C.** Evaluate and initiate the change request process with the stakeholders
- D.** Ask the quality team to discard the sample and test again with a new sample

Answer: C

22 An agile leader is working on a complex project that is entering the final phase where solutions from different vendors are being integrated. This is the most critical delivery stage for the project. How should the agile leader ensure successful delivery?

- A.** Ensure participation from all team members
- B.** Ask the client to attend all daily calls.
- C.** Ensure cross-departmental teams are colocated
- D.** Request additional project resources

Answer: A

23 A project manager is transitioning from a predictive life cycle project to a new agile project. How should the project manager manage and control the scope for the new project?

- A.** Estimate the work the team can complete and define story sizes to keep the project under control
- B.** Spend a short amount of time defining the scope and building prototypes to refine the requirements
- C.** Develop a plan to complete more work in less time
- D.** Create a scope baseline and put the rest as backlog activities

Answer: A

24 A project to develop a banking product is in the execution stage. New regulations from the government are significantly affecting product development. Stakeholders are concerned about whether the planned benefits are still valid and achievable.

What should the project manager do first?

- A.** Reforecast and revalidate the benefits baselines and targets
- B.** Escalate the issue to the sponsor and request more funding.

- C. Showcase progress toward the targets and revalidate a project work plan.
- D. Optimize alignment between the stakeholder needs and project objectives.

Answer: C

25 A project scope statement has been approved, and the project manager and core team have been assigned to the project. Suddenly, the project manager takes a temporary leave of absence due to a medical emergency. While the project manager is on leave, the team develops the project schedule. When the project manager returns, a detailed schedule is almost complete.

What should the project manager do?

- A. Ensure that the schedule is aligned with the vision and objectives.
- B. Escalate the compliance issue to the project management office (PMO).
- C. Congratulate the team and move on to the execution phase.
- D. Develop a new detailed schedule with the team and project sponsor.

Answer: A

26 A project manager for a strategic initiative realizes a new stakeholder is interested in the project and wants to ensure the stakeholder is fully aware of the goals, objectives, benefits, and risks of the project.

What should the project manager do to enhance the success of the project?

- A. Schedule a meeting with the new stakeholder.
- B. Share the project status reports with the new stakeholder.
- C. Update the stakeholder engagement plan.
- D. Add the new stakeholder to the communications management plan.

Answer: A

27 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. Ask the team members to find an alternative way to perform calculations.
- C. Ask the team to fast-track the project and perform tasks that do not require calculations.
- D. Meet with the IT team to evaluate how fast the software license can be renewed.

Answer: C

28 A project manager is initiating a project to create a new service that has never been done before in their organization. The project manager is trying to determine what resources are required for their project team but is receiving conflicting resource requirements from the team, sponsor, and key stakeholders.

What should the project manager do next?

- A. Identify the resources that are agreed upon to initiate the project and request additional resources later.
- B. Determine if there is a subject matter expert (SME) who has expertise in the new service to assist with resource requirements.
- C. Evaluate and prioritize the resource requests from the project's key stakeholders.
- D. Evaluate the resource options and propose alternatives to the project team for their approval.

Answer: B

29 During the course of a project, a junior team member approaches the project manager for some direction and advice on risk mitigation.

How should the project manager respond?

- A.** Offer guidance and follow up with some developmental activity for the junior team member.
- B.** Refer the junior team member to the senior team member who develops the risk mitigation strategy.
- C.** Inform the junior team member that risk mitigation is not part of their work.
- D.** Tell the junior team member that the information is available in lessons learned.

Answer: A

Explanation

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A single team member wouldn't develop risk strategies, that will likely either be up to an entire team or at minimum, the PM.

30 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

31 A project team has been formed, and the tasks have been assigned to each team member. All team members have agreed to follow a hybrid project approach.

What should the project manager do to ensure the team performs as an organized unit?

- A.** Call a team meeting to discuss team members' strengths and weaknesses.
- B.** Advise the team to adjust their work habits and behaviors to allow for better conflict resolution.
- C.** Establish rules and regulations for team members with consequences if the goals are not reached.
- D.** Establish team behavior and develop an understanding of how to work together.

Answer: C

32 A client is structured as a matrix organization for an agile project. The project manager is working on-site with key stakeholders from different parts of the organization.

How should the project manager handle the different stakeholders?

- A.** All stakeholders are important, so the project manager should follow directions provided by management and key stakeholders
- B.** Because there are different perspectives, perform a stakeholder analysis and act based on the outcome
- C.** The project manager is working on the client's premises, so follow the directions of all the key stakeholders
- D.** This is an agile project, so listen only to the directions of the project manager's supervisor and the

functional managers of the organization

Answer: B

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

What should the project manager do?

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

Answer: B

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

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

Answer: C

35 A team member in an agile project informs the project manager they might not be able to finish an assigned task on time, which could generate an obstacle for the rest of the team.

What should the project manager do?

- A.** Ask the team member to bring up the concern in the next daily meeting
- B.** Send an email explaining the issue to all team members
- C.** Reassign the task to another team member
- D.** Move the task to the next sprint

Answer: A

36 A company is transitioning from a predictive to an agile approach. During the last two sprint reviews, the product owner complained about the development team, indicating that the increments do not meet the acceptance criteria defined in the user stories. The development team complained about the product owner, who is defining sprint backlog items, because the backlog items cannot be delivered during the 2-week sprints agreed to at the beginning of the project.

How should the project manager resolve this situation in their new role as servant leader?

- A.** Encourage the whole team to be empowered and accountable for the decisions made according to their roles.
- B.** Extend the sprints to 3 weeks to allow the work requested by the product owner to be completed.
- C.** Request that the team use the next sprint to complete all technical debt remaining from the previous sprints.
- D.** Review the organizational process assets (OPAs) to find similar situations and review the resolution actions taken.