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Exam : **PMP**

Title : PMP - Project Management
Professional (2026)

Vendor : PMI

Version : DEMO

NO.1 A project sponsor has requested a trend analysis of all risks that the project has monitored over the past 12 months.

What should the agile project manager do?

- A.** Share the annual report with the sponsor.
- B.** Organize a stakeholder meeting to brainstorm on general project risks.
- C.** Extract this from the project risk register tracking tool and issues log.
- D.** Refer the sponsor to the contract document.

Answer: C

Explanation:

Trend analysis is a mathematical technique that uses historical results to predict future outcomes¹. It is a project management quality control tool that tracks variances in cost and schedule performance². In agile projects, trend analysis can help monitor the velocity, quality, and scope of the project deliverables³. A project risk register tracking tool and an issues log are two sources of historical data that can be used for trend analysis. A project risk register tracking tool records the identified risks, their probability, impact, and response strategies. An issues log records the issues that have occurred, their status, and resolution. By extracting data from these two sources, an agile project manager can perform a trend analysis of all the risks that the project has monitored over the past 12 months and provide insights to the project sponsor. The other options are not relevant to trend analysis. Sharing the annual report with the sponsor may not provide enough detail on the risks and their trends. Organizing a stakeholder meeting to brainstorm on general project risks may not reflect the actual data and outcomes of the project. Referring the sponsor to the contract document may not address the sponsor's request for trend analysis. References: 1: Trend analysis - Wikipedia³, 2: Trend Analysis [Technique] - Project Management Knowledge⁴, 3: Agile Project Management For Dummies Cheat Sheet - dummies

NO.2 An adaptive project is in the planning stage. The project manager is preparing a communications management plan to share critical, project-related information and updates.

Which approach should the project manager take?

- A.** Implement pull communication to share project-related information and updates.
- B.** Install push communication to share project-related information and updates.
- C.** Employ verbal techniques to share project-related information and updates.
- D.** Apply information radiators to share project-related information and updates.

Answer: D

Explanation:

Information radiators are a key communication tool in Agile and adaptive environments. They are visual displays of project information (e.g., task boards, burn-down charts) that are constantly updated and visible to all stakeholders. They promote transparency, immediate access to project status, and facilitate self-organizing teams.

The Agile Practice Guide specifically recommends the use of information radiators as a best practice to facilitate rapid and visible communication.

Option A (pull communication) requires users to seek out information but doesn't promote transparency.

Option B (push communication) is useful but not as effective in agile environments for real-time visibility.

Option C is incomplete-verbal techniques are informal and limited in accessibility.

References:

Agile Practice Guide, Section 5.5.1 - Information Radiators

PMBOK Guide - Seventh Edition, Communication Performance Domain

NO.3 A company is involved in a mining project. There are some external stakeholders with no knowledge of the mining industry.

How should the project manager communicate the organizational culture and project goal to these stakeholders?

- A.** Hire a company to advertise the project and company through a media outlet.
- B.** Prepare a report outlining the organizational structure and project parameters.
- C.** Take the stakeholders out informally and verbally brief them about the organization and project.
- D.** Ask a team member to directly address the information needs of the stakeholders.

Answer: B

Explanation:

According to the PMBOK Guide, the project manager should communicate the organizational culture and project goal to the external stakeholders in a formal and written manner. This will help the stakeholders understand the context, scope, objectives, and deliverables of the project, as well as the roles and responsibilities of the project team and other stakeholders. A report is an appropriate communication tool for this purpose, as it can provide a comprehensive and structured overview of the project information. The other options are either too informal, indirect, or ineffective for communicating the organizational culture and project goal to the external stakeholders. References: PMBOK Guide, 6th edition, page 376-377, section 10.1.2.1.

NO.4 A project manager is working on a software development project. The project manager and the project team identified the project risks. As the project progressed, one of the risks materialized, and the project manager referred to the risk management plan to determine how to manage the risk.

Once the risk management strategy was chosen and implemented, the risk was closed.

At what point did the project manager move the risk from the risk register to the issue log?

- A.** Risk monitored
- B.** Risk occurred
- C.** Risk managed
- D.** Risk identified

Answer: B

Explanation:

The transition of a risk from the risk register to the issue log occurs when a risk materializes, meaning it has happened. In project management, risks are potential problems that may or may not happen, and they are documented in the risk register. When a risk actually occurs, it becomes an issue and is then moved to the issue log for tracking and resolution. This is consistent with the PMBOK guide's definition and treatment of risks and issues.

= Project Management Institute (PMI) resources, including the PMBOK guide and PMP examination content outline, which detail the risk management process and the use of the risk register and issue log1234.

NO.5 A project manager is working on a complex project with a high degree of change. What strategy should the project manager use to ensure a successful project completion?

- A. Update the project management plan to reduce the possibility of scope creep.
- B. Schedule a regular risk review with the project management team.
- C. Increase the active engagement and participation of key stakeholders.
- D. Create a project change roadmap to keep track of all unforeseen changes.

Answer: C

Explanation:

For a complex project with a high degree of change, increasing the active engagement and participation of key stakeholders is crucial. This strategy ensures that stakeholders are involved in the decision-making process, which can help in managing expectations, gaining valuable insights, and fostering a sense of ownership among all parties involved. It also aids in identifying potential risks and changes early on, allowing for a more adaptive and responsive approach to project management.

PMBOK Guide - Sixth Edition.

The Standard for Business Analysis - PMI-PBA Guide.

Project Management Institute's resources on stakeholder engagement and communication.

NO.6 A project manager has been assigned to manage multiple agile project teams. The project manager wants to empower the teams and make them self-organizing.

What should the project manager do to create a positive environment?

- A. Establish the team ground rules and share them with the team for strict adherence.
- B. Copy the ground rules established by another project and provide them to the teams.
- C. Extract the organization ' s policies and processes, customize them, and give them to the teams to adhere to.
- D. Help the teams in establishing and adhering to their ground rules and revisit after regular intervals.

Answer: D

Explanation:

In an Agile environment, the project manager's role is to empower the teams and make them self-organizing¹². This involves helping the teams establish their own ground rules and ensuring adherence to these rules³. It's important to revisit these rules at regular intervals for continuous improvement². This approach promotes collaboration, understanding, and strong leadership within the team¹. It's also crucial for the project manager to have excellent communication skills, the ability to identify and analyze potential risks, and the ability to motivate and mentor individuals and teams³.

References:

<https://apmg-international.com/article/what-does-agile-project-manager-do>

<https://businessmap.io/blog/agile-project-manager>

NO.7 It is late at night on a weekend when a team member calls the project manager on the telephone. The team member is crying about the pressures of an upcoming deadline.

What should the project manager do?

- A. Ask the team member to send their concerns in writing.
- B. Empathize with the team member and discuss next steps.
- C. Review the organization ' s human resources (HR) policy.
- D. Schedule a meeting with the team member for the next work day.

Answer: B

Explanation:

According to the Project Management Body of Knowledge (PMBOK), a project manager's role includes managing and leading the project team, which involves addressing team members' concerns and issues. In this scenario, the project manager should empathize with the team member and discuss next steps. This approach ensures that the team member feels heard and supported, and it can help to alleviate their stress and anxiety about the upcoming deadline. References: PMBOK Guide, 6th Edition, Section 9: Project Resource Management.

NO.8 A project manager leads a regulatory initiative with tight, non-negotiable timelines. During a status meeting, a key stakeholder asks if a critical milestone associated with the reporting functionality can be moved up by 4 weeks.

What should the project manager do first?

- A.** Gather additional information and ask the team to perform a root cause analysis.
- B.** Update the master schedule to reflect the reprioritized deliverables.
- C.** Ask the team to work with the product owner to reprioritize the backlog.
- D.** Request additional information and discuss the feasibility options and impacts with the team.

Answer: D

Explanation:

Before taking any action, the project manager should gather more context and engage the team to assess feasibility. This includes evaluating schedule impacts, resource constraints, regulatory implications, and whether scope trade-offs are required. This approach aligns with the PMBOK Guide's recommendation to evaluate change impacts before making decisions.

Option A is misaligned; root cause analysis is more appropriate for problem resolution, not for scope acceleration.

Option B assumes approval and feasibility without review.

Option C applies to Agile backlog reprioritization but this is a regulatory milestone, likely not in a product backlog.

References:

PMBOK Guide - Seventh Edition, Delivery and Planning Performance Domains PMBOK Guide - Sixth Edition, Section 4.6: Perform Integrated Change Control

NO.9 A project is starting its sixth iteration out seven. During the daily meeting, a team member explains that a key function will take longer to complete than originally anticipated.

What should the project manager do?

- A.** Update the issue log and escalate the problem to the project sponsor.
- B.** Ask for a project extension to deliver the committed scope.
- C.** Review the options and possible solutions with the project team.
- D.** Ask for help to increase the team capacity to deliver on time.

Answer: C

Explanation:

In the context of Project Management Professional (PMP) practices, when a key function is anticipated to take longer to complete, the project manager should engage with the project team to review options and possible solutions. This approach aligns with the principles of iterative planning and agile methodologies, which emphasize collaboration, team engagement, and adaptive planning to address changes and challenges that arise during project execution. It is essential to work with the

team to understand the issue's impact on the project's schedule and scope and to explore all possible avenues to mitigate delays while maintaining quality and meeting project objectives.

The answer is verified by the principles found in the PMI's guide to the Project Management Body of Knowledge (PMBOK Guide) and the Disciplined Agile (DA) toolkit, which advocate for a collaborative approach to problem-solving within the team and adapting plans as necessary based on the team's velocity and iteration goals¹².

NO.10 A project is scheduled to end in 2 weeks. The team is expected to continue working long hours and is showing signs of weariness and fatigue. What should the project manager do to encourage the team?

- A. Schedule training courses to enhance team performance
- B. Add new team members to help the project finalization
- C. Initiate rewards and incentives according to assessment results
- D. Schedule working lunch meetings until the project is complete

Answer: C

Explanation:

One of the ways to ensure success in a project is by motivating team members. As the project progresses, stress levels increase, and overall, things turn hostile. All this reduces the motivation of the team¹. One of the crucial reasons behind project success is high project team motivation. Organizations with higher-than-average levels of employee engagement see 27% higher profits, 50% higher sales, 50% higher customer loyalty levels, and 38% above-average productivity¹. Therefore, initiating rewards and incentives according to assessment results can be an effective way to encourage the team and boost their performance. References:

<https://thedigitalprojectmanager.com/projects/leadership-team-management/project-team-motivation/>

NO.11 A project manager joins a startup and discovers that the chief technology officer (CTO) encourages the team to overlook some procedures in the interest of speed. What should the project manager do to ensure that all the procedures are followed in the future?

- A. Develop new procedures that are easy for the team to follow.
- B. Escalate the issue to the CEO and the board members.
- C. Instruct the team that the procedures should always be followed.
- D. Initiate a review of the procedures with the CTO and the team.

Answer: D

Explanation:

This is the best answer because it involves engaging the relevant stakeholders in a constructive dialogue about the importance and benefits of following the project management procedures. According to the PMBOK Guide, project management procedures are part of the organizational process assets that help the project manager and the team to perform their work effectively and efficiently. By initiating a review of the procedures, the project manager can identify the gaps, issues, and opportunities for improvement, as well as communicate the value and rationale of the procedures to the CTO and the team. This can also help to build trust, collaboration, and commitment among the project participants. References: PMBOK Guide, 6th edition, pages 38-39, 541-542.

NO.12 An agile project is 25% complete when the product owner changes. The new product owner does not show interest in the project's success, and one of the sprints is delayed as the deliverable was not approved on time. What should the project manager have done to avoid this delay?

- A. Updated the stakeholder engagement plan to reflect a change in the product owner
- B. Communicated the status of the project more frequently with the product owner
- C. Updated the communications management plan to reflect a change in the communication needs
- D. Reevaluated the new product owner's needs for better engagement

Answer: D

Explanation:

According to the Agile Methodology¹, the product owner is responsible for defining the product vision, managing the backlog, and ensuring that the development team is working on the right priorities. The product owner is also the primary customer advocate and the link between the business and technology strategy.

Therefore, the product owner's engagement and interest are crucial for the success of the project. If the product owner changes during the project, the project manager should reevaluate the new product owner's needs, expectations, and communication preferences, and adjust the collaboration accordingly. This can help to avoid delays, misunderstandings, and conflicts, and ensure that the product owner is aligned with the project goals and the development team. The project manager should also facilitate the transition of the product owner role and ensure that the new product owner is familiar with the product vision, the backlog, and the agile principles and practices. References: 3: Agile Methodology: Role of Product Owners & Development Teams

NO.13 A project manager has been assigned to lead a software project to generate savings at an important financial institution. Initially, the duration of the project was 13 months, but due to various issues during execution, the project was extended to 16 months. By month 11, the expected savings were exceeded but not all of the functionalities planned for that date were fulfilled.

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

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

Answer: C

Explanation:

The project manager should communicate the current status of the project, including both the exceeded benefit expectations and the action plan for completing the pending functionalities. This approach ensures transparency with stakeholders and maintains their confidence in the project's progress. It also allows stakeholders to understand the context of the achievements and the steps being taken to address any outstanding issues¹²³⁴.

References: This answer aligns with best practices in stakeholder communication, which emphasize the importance of clear, honest, and comprehensive communication about project progress and challenges. The PMBOK Guide and other PMI standards advocate for regular and effective communication with stakeholders to manage their expectations and keep them informed about the project's status¹²³⁴.

NO.14 During an agile team retrospective, a project team member mentions that the code quality is

degrading, which might result in future rework that could become unmanageable with time. What should the project manager do?

- A.** Help the team create the definition of done (DoD) to improve delivery quality.
- B.** Add testing items to the backlog to assess quality periodically.
- C.** Expand the team in order to improve the quality of the project.
- D.** Compare the cost of improving quality against the cost of failure and adjust the budget.

Answer: A

Explanation:

In an agile team retrospective, when a concern about degrading code quality is raised, it is essential for the project manager to address this issue proactively to prevent future rework and maintain the project's manageability. The most effective action the project manager can take is to help the team create or refine the Definition of Done (DoD). The DoD is a clear and concise list of criteria that outlines when a task, user story, or feature is considered complete. It ensures that all team members have a shared understanding of what is required for a piece of work to be ready for delivery, which includes meeting the quality standards.

By focusing on the DoD, the team can improve its delivery quality by making sure that all aspects of code quality are addressed before a task is marked as done. This approach promotes better quality assurance practices and reduces the likelihood of defects and technical debt accumulating over time, which aligns with the core agile principles of transparency, learning, and iteration. It also encourages continuous improvement and helps the team to deliver high-quality increments consistently.

(Based on best practices in agile methodologies and the importance of a well-defined DoD as part of the agile framework.)

NO.15 A team is assembled for a new project that will be using a predictive approach through requirements gathering and an agile approach for development and testing. Not everyone on the team has experience working in agile.

The schedule has started slipping due to the unclear structure of the agile development approach.

What should the project manager have done to avoid this situation?

- A.** Established daily standup meetings to track and report on team progress and escalated delays to stakeholders as they occurred
- B.** Set up weekly status meetings to review team progress, prepared weekly status reports to track progress and regularly escalated delays
- C.** Met with the team, allowed team members to make decisions about what to do and established performance goals
- D.** Conducted routine meetings and identified team members who are under performing

Answer: C

Explanation:

According to the PMBOK Guide, 6th edition, page 18, a project manager should use a combination of leadership styles depending on the situation and the needs of the team. In this case, the project manager should have used a collaborative or facilitative style to engage the team members in the agile development approach, empower them to make decisions, and set clear and measurable goals. This would have helped to create a shared vision, foster trust and commitment, and improve team performance and satisfaction. By contrast, the other options (A, B, and D) are more indicative of a directive or controlling style, which could have increased the resistance and confusion of the team members, reduced their motivation and creativity, and created a blame

culture. References: = PMBOK Guide, 6th edition, page 18; Agile Practice Guide, page 13.

NO.16 A company is running a project to eliminate a sales channel that has been unprofitable for the past 3 years. A key stakeholder from another area, who has legacy ties to that sales channel, objects to the project.

What should the project manager do in this situation?

- A.** Assess the impact of the stakeholder and engage properly.
- B.** Escalate the stakeholder issue to the project sponsor.
- C.** Develop a specific communications strategy for this stakeholder.
- D.** Use interpersonal skills to gain stakeholder engagement.

Answer: A

Explanation:

In situations where a stakeholder objects to a project, it is crucial for the project manager to assess the impact of the stakeholder's concerns and engage with them properly. This involves understanding the stakeholder's perspective, the reasons behind their objections, and the potential influence they have on the project. By doing so, the project manager can address the concerns in a manner that respects the stakeholder's legacy ties while also guiding the project towards its objectives. Effective stakeholder engagement is a key aspect of project management and business analysis, as it helps in managing expectations, resolving conflicts, and ensuring that all parties are aligned with the project's goals.

(Project Management Institute. (n.d.). A Guide to the Project Management Body of Knowledge (PMBOK Guide) - Sixth Edition; Project Management Institute. (n.d.). PMI's Professional in Business Analysis (PMI- PBA).)

NO.17 A project manager is leading a project that needs to be deployed quickly to the market. An influential stakeholder does not believe that the project management processes bring business value. What can the project manager do to gain the support of the stakeholder?

- A.** Ask the stakeholder for a meeting to review the project ' s charter and project management plan.
- B.** Disregard the stakeholder ' s concerns and continue following the project management plan to execute the project.
- C.** Hold a training workshop to educate the stakeholder about project management best practices.
- D.** Clarify the project roles and responsibilities, and share the purpose to gain the stakeholder ' s buy-in.

Answer: D

Explanation:

To gain the support of an influential stakeholder who is skeptical about the value of project management processes, the project manager should clarify the project roles and responsibilities and share the purpose of the project management processes. This approach helps in aligning the stakeholder's understanding with the project objectives and demonstrates how the processes add value to the project's success. Engaging the stakeholder in this manner is more likely to result in their buy-in and support, as it addresses their concerns directly and shows a willingness to collaborate and communicate effectively¹²³⁴⁵.

The approach of clarifying roles and sharing the purpose is supported by PMI's guidelines on stakeholder engagement and is consistent with best practices in project management and business analysis¹²³⁴⁵⁶⁷⁸.

NO.18 A project is starting its second iteration out of six. During the daily meeting, a team member asks for help. In order to finish a deliverable, an approval from the design department will be needed. What should the project manager do?

- A.** Meet with the design manager to ask for the necessary approval.
- B.** Invite a design team member to the next daily meeting.
- C.** Update the issue log and escalate it to the project sponsor.
- D.** Replace this iteration deliverable for one without any blockers.

Answer: B

Explanation:

Inviting a design team member to the next daily meeting facilitates direct communication and collaboration, which is in line with Agile principles. This approach promotes quick resolution of issues and supports the iterative nature of Agile project management, where cross-functional team collaboration is key to delivering value in each iteration¹.

= The iterative project management process emphasizes the importance of collaboration and transparency to address pain points and avoid stagnation of progress¹. Additionally, the issue log is a tool for tracking and managing issues, but it does not replace the need for direct communication and immediate action when possible²

NO.19 A project manager arranged a team-building activity to build and maintain teamwork, trust, and commitment due to internal team conflicts. Two months after completing the training, another situation is causing new delays in the project.

What should the project manager do to address this concern?

- A.** Ask human resources (HR) to coordinate another activity.
- B.** Reassess the team situation and provide a proper solution.
- C.** Inform HR about the situation and ask for support.
- D.** Meet with the team to explain that conflicts must be addressed and solved.

Answer: B

Explanation:

Conflict is an inevitable part of project management, and it can arise due to various reasons, such as disagreements over tasks, different values or opinions, miscommunication, uncertainty, or different priorities¹²³. Conflict can have negative impacts on the project, such as decreased productivity, loss of creativity, and an unwillingness to collaborate².

Therefore, the project manager should not ignore or avoid conflict, but rather address it head-on using the right processes and tools. One of the conflict management techniques is to reassess the team situation and provide a proper solution that satisfies the needs and interests of the parties involved⁴. This may involve identifying the root causes of the conflict, listening to the perspectives of the team members, finding common ground, and proposing a win-win solution that resolves the conflict and prevents it from recurring⁴.

The other options are not the best ways to deal with conflict in project management. Option A is not effective because it does not address the underlying issues that cause the conflict, and it may only provide a temporary relief. Option C is not advisable because it may create a perception that the project manager is not capable of handling the conflict, and it may also involve unnecessary interference from HR. Option D is not appropriate because it may sound confrontational and accusatory, and it may not consider the feelings and opinions of the team members.

NO.20 An agile project manager has started working in a company that builds shopping centers. The project manager wants to implement some agile practices, which are relevant to the project.

What should the project manager do in order to gain buy-in from the different stakeholders?

- A.** Organize a meeting with relevant stakeholders explaining the benefits of agile and the practices relevant for the project.
- B.** Send the project management plan, which includes the suggested agile practices, to the stakeholders.
- C.** Ask the project management office (PMO) to get buy-in from the stakeholders, because agile is an approach that differs from their previous ways of working.
- D.** Organize a meeting with a consultant to provide training to the stakeholders on agile practices.

Answer: A

Explanation:

Gaining stakeholder buy-in for agile practices is crucial for the successful implementation of these methodologies. Organizing a meeting with relevant stakeholders to explain the benefits of agile and how the practices are relevant to the project is an effective way to engage them in the process. This approach allows for direct communication, clarification of potential doubts, and the opportunity to address specific concerns stakeholders may have. It also demonstrates the project manager's commitment to transparency and collaboration, which are core values of agile methodologies. By involving stakeholders in this manner, they are more likely to understand and support the agile transformation.

The recommendation aligns with insights from the Project Management Institute, which emphasizes the importance of stakeholder engagement and communication in project success¹². Furthermore, the Professional in Business Analysis (PMI-PBA) materials highlight the significance of stakeholder involvement in business analysis and the adoption of new practices³⁴.

NO.21 A software development project is about to start. The product owner and project manager cannot agree on which programming language to use from the available two. The company lacks experienced developers in the product owner's preferred language; however, they are very skilled in the other language.

What should the project manager do?

- A.** Persuade the product owner to use the language preferred by the developers.
- B.** Coordinate programming language training for the developers.
- C.** Hire a vendor with the necessary skills to quickly fill the gap in resources.
- D.** Plan according to the requirement from the product owner.

Answer: A

NO.22 An organization is producing a product using a hybrid approach with several phases. Some of the phases are planned to be executed in predictive and some in agile. During the agile phase, the project manager notices that the team members sometimes unknowingly work on the same task. What should the project manager do?

- A.** Communicate the task assignments to the team members in a clear manner.
- B.** Verify that the product owner has made the task assignments clear.
- C.** Confirm that the agile coach has made the task assignments clear.
- D.** Verify that the team members have made the task assignments clear.

Answer: A

Explanation:

In an agile project, the project manager is responsible for facilitating the collaboration and coordination among the team members, as well as ensuring that the team has the necessary resources and support to deliver value¹. One of the key practices of agile project management is to break down large projects into smaller, manageable tasks that can be assigned to different team members and tracked using tools such as task boards or backlogs²³⁴. This way, the team can avoid duplication of work, reduce dependencies, and increase transparency and accountability.

If the project manager notices that the team members are sometimes working on the same task, it indicates that there is a lack of clarity or communication about the task assignments. The project manager should address this issue by communicating the task assignments to the team members in a clear and consistent manner, using the appropriate tools and channels. The project manager should also encourage the team members to communicate with each other and update their task status regularly, so that everyone is aware of the progress and potential issues.

The other options are not correct for the following reasons:

B). Verify that the product owner has made the task assignments clear. The product owner is the person who represents the customer's needs and priorities, and defines the product vision and scope¹. The product owner is not responsible for making the task assignments, but rather for providing the team with the product backlog, which is a list of features or requirements that the team can use to create tasks.

C). Confirm that the agile coach has made the task assignments clear. The agile coach is the person who helps the team adopt and improve their agile practices, and provides guidance and feedback on the agile principles and values¹. The agile coach is not responsible for making the task assignments, but rather for supporting the team's self-organization and empowerment.

D). Verify that the team members have made the task assignments clear. The team members are the people who perform the work and deliver the product, and they are expected to be cross-functional and self-organizing¹. The team members are responsible for making the task assignments among themselves, based on the product backlog and their skills and availability. However, verifying that the team members have made the task assignments clear is not enough to solve the problem of working on the same task. The project manager should also communicate the task assignments to the team members and ensure that they are aligned and coordinated.

1: Best practices for Agile project management 2: Breaking Down Large Projects Into Tasks in an Agile Process 3: Free Project Task List Templates for Project Management 4: Free Agile Project Plan

Template:

Plan Efficiently [2023] : Product Owner - Scrum.org : Agile Coach - Scrum.org : Development Team - Scrum.

org

NO.23 A project manager has been assigned to a new digital product line, which the company hopes will boost their revenue. The product is complex and requires customer feedback to continually refine the product. The project is being handled by a cross-functional agile team.

What should the project manager do to ensure value is delivered quickly?

- A.** Plan the project to deliver value incrementally with regular releases.
- B.** Request a budget increase to pay the subject matter experts (SMEs) more overtime
- C.** Identify tasks that can run in parallel to deliver the project faster.
- D.** Ask the project sponsor to provide additional resources to fast track the project.

Answer: A

Explanation:

In an agile project environment, especially one that involves complex products requiring continual customer feedback, it is essential to deliver value incrementally. This approach aligns with the Agile philosophy of iterative development, which emphasizes frequent delivery of workable product features to get quick feedback from customers and adapt to changes swiftly¹²³. Regular releases allow the project team to refine the product continually based on real user feedback, ensuring that the product evolves to meet customer needs effectively⁴⁵. This method also helps in managing the complexity of the product by breaking down the delivery into smaller, manageable increments, which can be more easily controlled and adjusted as needed.

References:

The Agile Project Management Approach to Value Delivery | KaiNexus¹

A System for Value Delivery (From PM to PSM 1) | Scrum.org²

What is Agile? - Project Management Institute³

Incremental Delivery - Agile Project Management - Project Management...⁴ Incremental Delivery and the Principles of the Agile Manifesto⁵

NO.24 A year after implementing a policy change to improve diversity and inclusion within two teams, there is increasing conflict within the company What should have been done to prevent this conflict?

- A.** The organization should have introduced the concept of diversity broadly
- B.** The leadership team should have worked closely with the marketing team to get insight on diversity
- C.** Organization-wide diversity training should have been provided to the workforce
- D.** The critical departments in the organization should have been involved in this exercise

Answer: C

Explanation:

Diversity and inclusion are important for project effectiveness, as they enable diverse perspectives, ideas, and experiences to be shared and valued among the project team and stakeholders. However, diversity and inclusion are not just about demographics, but also about creating a culture of respect, belonging, and empowerment for everyone. To achieve this, the organization needs to provide training and education to the entire workforce, not just to specific teams or departments, to raise awareness, foster understanding, and promote positive behaviors. By doing so, the organization can prevent or reduce potential conflicts, misunderstandings, or biases that may arise from different backgrounds, views, or preferences. Furthermore, the organization can leverage the benefits of diversity and inclusion, such as improved innovation, collaboration, and customer satisfaction.

References:

Diversity, Equity, and Inclusion in Project Management

Diversity and Inclusion Are Important for Project Effectiveness

Diversity, Equity, & Inclusion | PMI

NO.25 A government procurement team has been running a vendor selection process for more than 1 year, going beyond the originally planned 6 months due to a variety of factors. Two vendors have submitted proposals that were evaluated. The project manager asked for an estimated completion date 4 weeks ago, but it was not provided.

What should the project manager do?

- A. Work with the procurement team to build a high-level timeline.
- B. Explain to the steering committee that vendor negotiations are unpredictable.
- C. Ask the project sponsor to request an estimate from the procurement team.
- D. Escalate the delay issue to the project steering committee.

Answer: A

Explanation:

When facing delays in procurement, especially in government settings where processes are often strict and lengthy, the most constructive and collaborative action is for the project manager to work directly with the procurement team to develop a high-level timeline. This promotes alignment and visibility into expectations without immediately escalating or assigning blame.

According to the PMBOK Guide (Seventh Edition), the project manager plays a facilitative role in procurement, especially in coordinating with procurement specialists and aligning expectations with stakeholders.

Option B avoids the issue and offers no corrective action.

Option C offloads responsibility inappropriately; the project manager should lead coordination.

Option D should be used only after collaborative options are exhausted.

References:

PMBOK Guide - Seventh Edition, Procurement Performance Domain

PMI Practice Standard for Project Estimating

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NO.26 A company wants to launch a new product for customers. The project for this new product is in the development phase. Due to an uncertain environment, the project manager has doubts about the feasibility of the project.

What should the project manager do in this situation?

- A. Validate assumptions using appropriate tools to assess the risks.
- B. Refer to the lessons learned to determine the impact on the external environment.
- C. Recommend postponing the project until the uncertainty is resolved,
- D. Highlight the concern to the project sponsor in the next project review meeting,

Answer: A

Explanation:

In an uncertain environment, it's crucial for a project manager to validate assumptions and assess risks. This involves identifying, evaluating, and controlling uncertain factors that can significantly affect the project's performance¹. This process, known as risk management, helps to avoid or mitigate potential negative effects¹. It's also important for the project manager to be comfortable with uncertainty and to be able to react to it in an agile, but well-structured way². This approach gives the project team confidence that the project is still taking the right steps to deliver as planned².

References: 1 Managing Project Uncertainty: From Variation to Chaos, 2 Managing projects in uncertain times - APM

NO.27 A hybrid project has just deployed, and the project manager is planning project closure with lessons learned workshops. A key stakeholder informs the project manager that having the Scrum team in the workshops is a waste of time because the project was delivered successfully.

What should the project manager do?

- A. Ask the Scrum team members to share retrospectives.

- B.** Ask the scrum master to attend the workshops.
- C.** Invite the Scrum team members as optional participants.
- D.** Invite the Scrum team members as mandatory participants.

Answer: D

Explanation:

The importance of involving the Scrum team in lessons learned workshops, even after a successful project delivery, is emphasized in project management methodologies. Lessons learned are a vital part of project closure, as they provide documented information that reflects both the positive and negative experiences of a project. They are crucial for the team, the organization, and for the success of future projects. The Scrum team's involvement ensures that insights and retrospectives are comprehensive, covering all aspects of the project's execution¹²³. Moreover, in Scrum, every sprint is considered a project, and the framework is designed to maximize value and control risk through continuous feedback, which includes lessons learned from each sprint⁴.

= Lessons learned are an integral part of project management excellence and are strongly encouraged by the project manager from the beginning of the project¹. The Project Management Body of Knowledge (PMBOK) also highlights the significance of project closure and lessons learned review as they help finalize project deliverables, evaluate project performance, document project outcomes, and capture project learnings³. Additionally, Scrum.org emphasizes that Scrum does not include "closing a project" but rather retiring a product, and the continuous improvement and learning from each sprint are fundamental to the Scrum process⁴.

NO.28 A project manager has been asked to lead a project. The performing organization does not have a project management office (PMO) or formal governance policies procedures, and guidelines for this type of project What should the project manager do first to determine a governance approach for the project?

- A.** Consult a subject matter expert (SME) as to the best governance policies, procedures, and guidelines to be used by the project
- B.** Consult with team members and stakeholders to determine whether the organization has any informal governance policies procedures, and guidelines
- C.** Choose either a predictive or agile framework best suited to the nature of the project, and use this framework as the basis for project governance policies, procedures, and guidelines
- D.** Coach the self-managing team to produce tailored governance policies, procedures and guidelines for the project

Answer: B

Explanation:

According to the PMBOK Guide, consensus decision-making is a technique that ensures that all input and ideas from a group or team are considered until a final decision that is acceptable to all emerges. This approach relies heavily on respectful dialogue and open-mindedness, and it is often used to build consensus regarding the requirements in project management. By organizing a face-to-face meeting with all stakeholders, the project manager can facilitate the communication and collaboration among them, and elicit their needs, expectations, and preferences. This can help to resolve any conflicts or contradictions, and reach a common understanding of the project requirements. References:

PMBOK Guide, Sixth Edition, Chapter 5, Section 5.2.2.4

How to use Consensus Decision-Making for Project Management by Grace Windsor

NO.29 A company has always acquired very specialized services from local companies for its projects. During the planning stage for a regulatory project, the project manager is informed that local vendors would not be able to operate due to an unexpected major event. There is an option to hire the same services from companies in other countries.

What should the project manager do in this situation?

- A. Plan to execute the procurement tasks in a virtual environment.
- B. Review organizational process assets (OPAs) for similar projects.
- C. Create a change request to extend the duration of the project.
- D. Ask the project sponsor to put the project on hold.

Answer: A

Explanation:

According to the PMBOK Guide, a project manager should plan to execute the procurement tasks in a virtual environment, when faced with the situation of local vendors being unavailable and having the option to hire the same services from companies in other countries. This is part of the plan procurement management process, which involves determining the project procurement strategy, the types of contracts, the procurement documents, the source selection criteria, and the procurement management plan. A virtual environment is one where the project team and the vendors communicate and collaborate using technology, such as online platforms, video conferencing, cloud computing, etc. A virtual environment can enable the project manager to access a wider pool of potential vendors, reduce travel costs and time, and increase flexibility and efficiency. However, a virtual environment also poses some challenges, such as cultural differences, legal issues, security risks, communication barriers, and quality control. Therefore, the project manager should plan the procurement tasks carefully, considering the project objectives, the stakeholder expectations, the project risks, and the best practices for managing virtual teams and vendors.

References: PMBOK Guide, 6th edition, pages 459-460, 471-472.

NO.30 A project team member raised a risk that the threat of country-wide power cuts may affect the project time line for a software development project. In the last month, this risk materialized and the project time line had to be extended by 2 months.

Which two actions should the project manager take? (Choose two)

- A. Ask the team member to work overtime to make up the time lost so that the project schedule is not impacted.
- B. Analyze the impact of the issue and submit a change request to update the project schedule.
- C. Inform the project sponsor that the risk has materialized and request that the project budget be increased.
- D. Extend the project deadline and update the project schedule to reflect the delay.
- E. Log it in the risk register and work with the relevant owner to implement the mitigation action plan.

Answer: B D

Explanation:

When a risk such as country-wide power cuts materializes and impacts the project timeline, the project manager should first analyze the impact of the issue on the project's objectives, including scope, time, cost, and quality. After assessing the impact, a change request should be submitted to

update the project schedule, reflecting the new timeline and any adjustments to the project plan. Additionally, the project manager should extend the project deadline accordingly and ensure that the project schedule is updated to reflect this delay.

This ensures that all stakeholders are aware of the changes and that the project plan remains accurate and up-to-date. It is also essential to log the risk in the risk register and collaborate with the risk owner to implement the planned mitigation actions, preventing further impact on the project123456789101112131415161718.

References:

PMP Risk Management Process - A Guide for 20241

PMI Global Megatrends 20222

Practice Standard for Project Risk Management3

Risk Response Plan in Project Management: Key Strategies & Tips4

Risk Management for Business Analysts (PMI-RMP/IIBA-ECBA)5

Plan Risk Responses | Project Management Professional (PMP)7

PMP Exam Strategies for Risk Response: Mitigate Risk, Avoid, or Transfer8 Risk Management Process for PMP9 Using a Project Schedule in Project Management10

NO.31 An agile team is in the early phases of the development cycle for a project; however, they have already begun to deliver functionality to the customer. The team has identified risks to the project and are working on developing the mitigation strategy.

What should the project manager do next?

- A. Incorporate and prioritize the risks in the risk register according to impact.
- B. Escalate the risk to the project sponsor and steering committee.
- C. Implement the risk mitigation strategy according to the highest impact.
- D. Determine if any of the new risks have any financial impact.

Answer: A

Explanation:

In the context of agile project management, once risks have been identified, the next step is to incorporate them into the risk register and prioritize them according to their impact. This allows for a structured approach to risk management where the most critical risks are addressed first. Agile methodologies emphasize the importance of an iterative process where risks are continuously reviewed and managed throughout the project lifecycle123.

References:

Project Management Academy1

The Knowledge Academy2

ProjectEngineer.net3

NO.32 The project sponsor of a major initiative is consistently changing the prioritization of modular work packages. The team is used to three-week sprints and is becoming increasingly frustrated with the daily changes in scope.

>

What should the project manager do?

- A. Move to a Kanban strategy so that work can be reallocated more easily.
- B. Decrease the sprint cycle to the average re-prioritization request by calculating it in days.
- C. Set up a meeting with the project team and ask for their opinion on what to do.

D. Set up a meeting with the sponsor to explain the importance of keeping a strict sprint cycle

Answer: D

Explanation:

According to the PMBOK Guide, a sprint cycle is a time-boxed iteration of a fixed duration that delivers a potentially releasable product increment. A sprint cycle consists of four events: sprint planning, daily scrum, sprint review, and sprint retrospective. The purpose of a sprint cycle is to create a rhythm of work that allows the team to deliver value to the customer in a predictable and sustainable way.

The PMI Guide to Business Analysis states that one of the roles of a project manager is to manage stakeholder expectations and ensure alignment of project objectives with business needs. The project manager is also responsible for facilitating communication and collaboration among the project team and other stakeholders, as well as resolving conflicts and issues that may arise during the project.

Therefore, if the project sponsor is consistently changing the prioritization of modular work packages, the project manager should set up a meeting with the sponsor to explain the importance of keeping a strict sprint cycle. The project manager should:

Clarify the project scope and objectives, and how they are aligned with the business needs and the sponsor's vision Explain the benefits of a sprint cycle, such as delivering value faster, improving quality, increasing feedback, and reducing risk Highlight the challenges and risks of changing the scope frequently, such as disrupting the team's workflow, reducing their morale and motivation, increasing technical debt, and compromising the quality and usability of the product Negotiate with the sponsor to establish a clear and stable prioritization criteria for the work packages, and agree on a process for managing changes and requests Involve the project team and the product owner in the prioritization and planning process, and ensure their input and feedback are considered and valued Document and communicate the agreed scope, priorities, and changes to all the stakeholders, and monitor and control the project performance and progress By setting up a meeting with the sponsor to explain the importance of keeping a strict sprint cycle, the project manager can:

Build trust and rapport with the sponsor, and demonstrate their understanding and respect for the sponsor's perspective and needs Educate the sponsor about the agile principles and practices, and how they can help achieve the project goals and deliver value to the customer Influence the sponsor to adopt a more collaborative and flexible approach to the project, and to respect the team's autonomy and expertise Minimize the impact of scope changes on the project schedule, budget, quality, and risk Enhance the team's morale and teamwork, and foster a positive and supportive work environment References:

PMBOK Guide. (2017). Sixth edition. Newtown Square, PA: Project Management Institute.

PMI Guide to Business Analysis. (2017). Newtown Square, PA: Project Management Institute.

How to Manage Scope Creep in Agile Projects. (2023). ProjectManager.com.

How to Deal with Constantly Changing Requirements. (2023). Scrum.org.

NO.33 At the end of a project 's initiation phase, the budget was developed and sent to the approval board. During the approval meeting, one of the key stakeholders asked how the budget was developed for future uncertainties.

How should the project manager reply?

- A.** Recurrent team meetings are planned to control the budget against future uncertainties.
- B.** Probabilistic analysis was used to develop the budget to address future uncertainties.
- C.** The budget was developed by using the lessons learned from previous project data.

D. Feedback from stakeholders will be addressed at each board meeting to adapt the budget.

Answer: B

Explanation:

Probabilistic analysis is a technique that involves considering various possible scenarios and their associated probabilities to develop a budget that accounts for future uncertainties. This method is a common practice in project management to address the inherent risks and uncertainties in project budgets. It allows for a more comprehensive and realistic approach to budgeting, particularly in the face of uncertainties¹.

References:

PMI's " A Guide to the Project Management Body of Knowledge (PMBOK Guide) " 1

NO.34 A project team is concluding the final sprint to deliver two work packages. However, the scrum master has not scheduled sprints for three packages on the critical path, which is going to cause the schedule performance index (SPI) to trend toward 0.90 the following month.

What should the project manager do first?

A. Evaluate the schedule performance index (SPI) trend for slack to enable all five sprints while maintaining the cost performance index (CPI).

B. Instruct the scrum master to suspend the current sprints and initiate the critical sprints immediately.

C. Ask the scrum master to identify why sprints are in process for work that is not on the critical path.

D. Contact the project sponsor to request adjustment to the completion date and to enable the current workflow.

Answer: C

NO.35 The team architect resigned from the company. The new architect points out a design flaw during a planning meeting that may potentially impact the final quality.

What should the project manager do first?

A. Review the scope management plan.

B. Update the design with changes.

C. Request an architecture review.

D. Update the quality management plan

Answer: C

Explanation:

The project manager should request an architecture review as the first step to address the design flaw that may potentially impact the final quality. An architecture review is a process of evaluating the design of a system or a product against a set of criteria, such as requirements, standards, best practices, and quality attributes. An architecture review can help to identify and resolve design issues, risks, and gaps, as well as to ensure alignment with the project objectives and stakeholder expectations. By requesting an architecture review, the project manager can involve the relevant experts, such as the new architect, the previous architect (if possible), the quality assurance team, and the customer, to assess the impact of the design flaw and to propose and agree on the necessary changes. This will also help to update the project scope, schedule, cost, and quality baselines accordingly. References:

Architecture Reviews - an overview | ScienceDirect Topics

Architecture Review Process - SEBoK

Architecture Review - The Open Group

Design Flaw Attacks - an overview | ScienceDirect Topics

DESIGN FLAWS: FLAWS BY DESIGN? / The Design Society