

PMI.PMP.v2021-05-04.q62

Exam Code:	PMP
Exam Name:	Project Management Professional (2025 Version)
Certification Provider:	PMI
Free Question Number:	62
Version:	v2021-05-04
# of views:	2247
# of Questions views:	78191
https://www.freecram.net/torrent/PMI.PMP.v2021-05-04.q62.html	

NEW QUESTION: 1

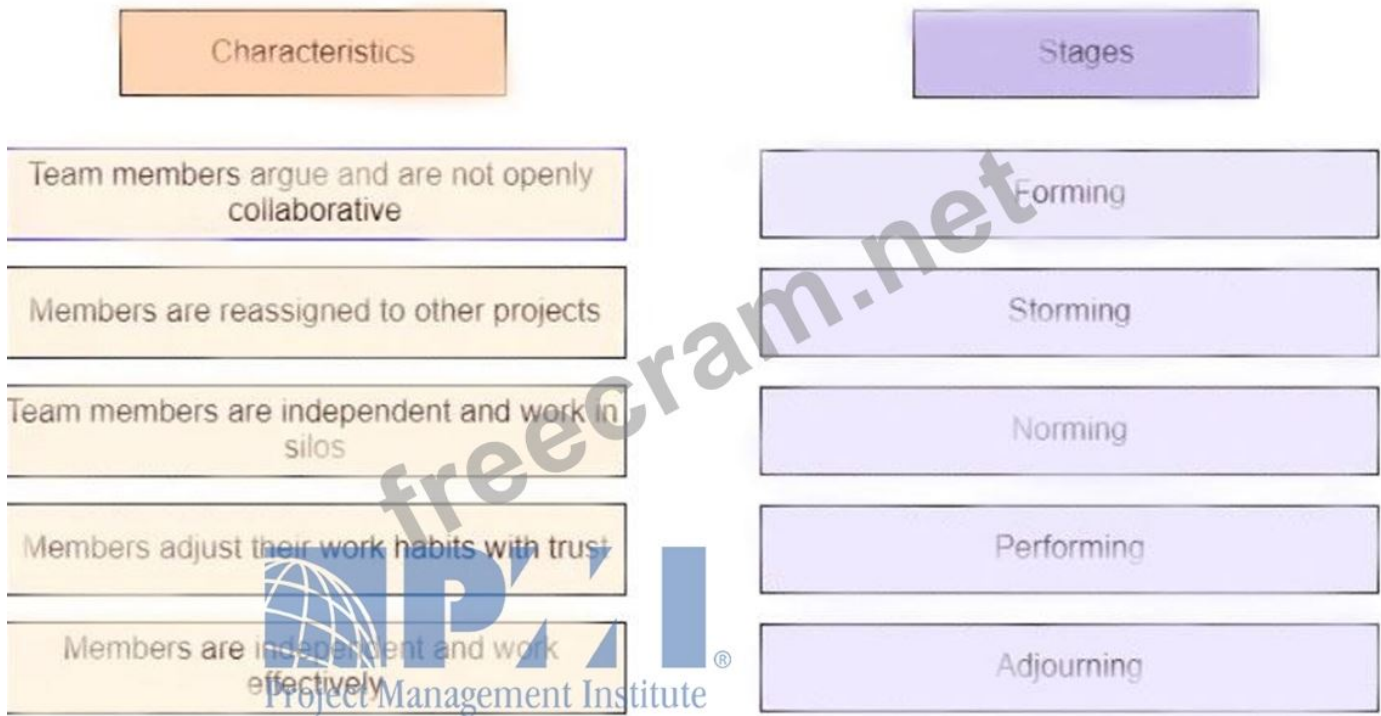
A team member misses a project meeting without it being approved and has been penalized as defined in the ground rules. This team member, as well as other team members, insist that it is the first time they have seen this rule regarding the project and they do not agree with the penalty. What should the project manager have done to avoid this situation?

- A. Ensured the team charter was developed by the team members
- B. Used a charismatic leadership style
- C. Ensured the team members are fully supportive of all decisions.
- D. Distributed the project charter to all team members.

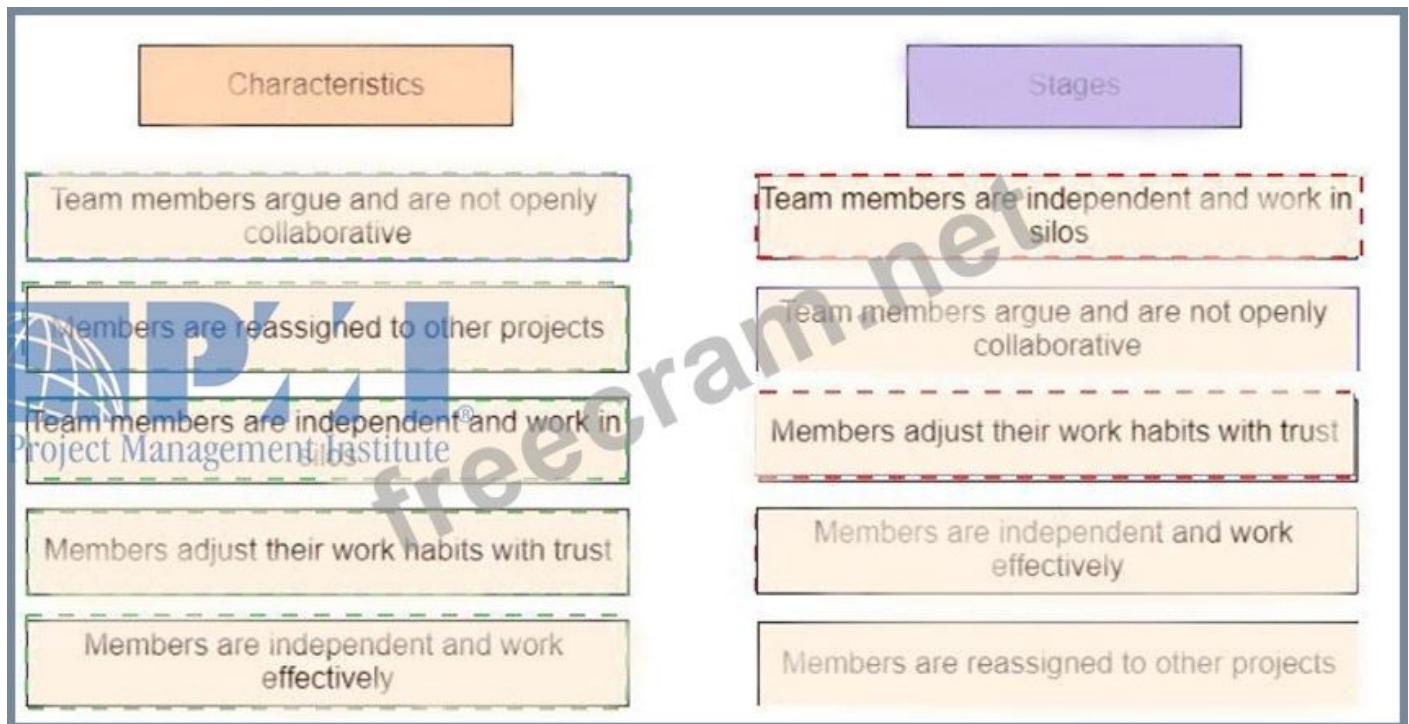
Answer: ([SHOW ANSWER](#))

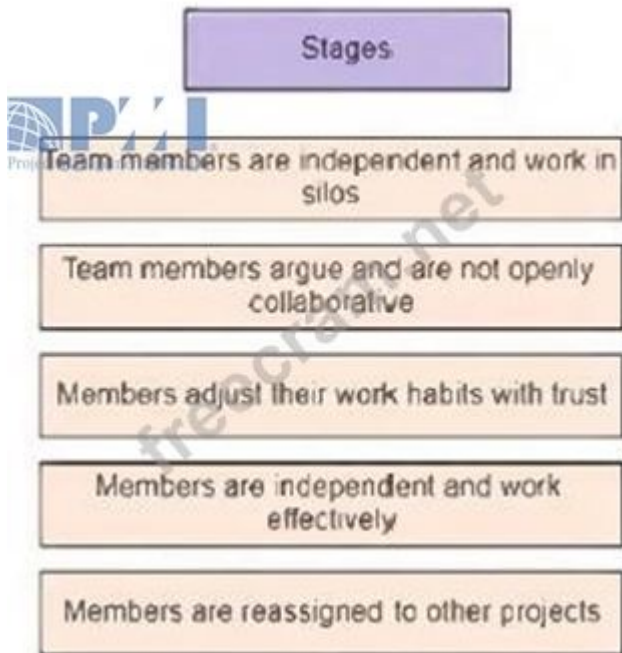
NEW QUESTION: 2

Drag the characteristics of the stage on the left to the correct Tuckman Ladder stage on the right



Answer:





NEW QUESTION: 3

An integrated project involves the interaction of both hardware and software and the sponsor has approved the schedule management plan. The project team evaluated the product's feasibility of functionality and accelerated testing. What should the project manager do as a servant leader?

- A. Amend the project budget to include MVP testing
- B. Submit a change request to the project sponsor for accelerated testing.
- C. Support the team as necessary to find the minimum viable product (MVP).
- D. Develop the product as per the schedule to perform integration and testing

Answer: (SHOW ANSWER)

NEW QUESTION: 4

A retail chain is evaluating a project to replace payment systems across all its stores in multiple locations. The project does not pass the financial threshold but is also expected to increase market share, improve customer services and retain more customers. The project is planned as a phased implementation building on learning from the retrospectives during each phase. How should the business increase the value of the project?

- A. Ask the benefits owner to reassess the identified risks that are impacting the outcomes of the financial benefits.
- B. Use a fishbone diagram to find the root cause of the lower financial benefits with the benefits owner
- C. Consult with experts on methods to reduce costs and increase the financial value of the project
- D. Quantify the expected tangible and intangible benefits in the benefits management plan for each phase

Answer: (SHOW ANSWER)

NEW QUESTION: 5

A team has been working on a project for several months,, but the completion date is unclear because the scope is changing frequently as new knowledge is gained. Some deliverables have already been completed, but when new stakeholders join the team, they complain that project outcomes are not meeting business goals How can the project manager prevent this situation from happening in the future?

- A. Schedule a kick-off meeting for every project phase to share the project management plan with all stakeholders
- B. Schedule a daily meeting to review team performance and impediments
- C. Create a detailed work breakdown structure (WBS) and milestone schedule approved by all stakeholders
- D. Create a prioritized backlog and define iteration review sessions with stakeholders

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 6

A technical manager newly appointed by the client, visits the project site to verify the project deliverables The technical manager feels that the project manager has not been providing enough information What should the project manager do first to resolve this situation?

- A. Identify the lack of information as a risk and update the risk register
- B. Update the issue log and escalate to the project sponsor
- C. Schedule more frequent meetings with the technical manager.
- D. Review and update the stakeholder engagement plan

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 7

A project team has recently completed the initial sprint for developing an automated payroll system for a company The project manager has scheduled a sprint planning meeting with the product owner and team members to discuss which features should be worked on next Which two pieces of information does the project manager need in order to make this meeting productive and effective'? (Choose two)

- A. Burndown chart
- B. Product backlog
- C. Sprint goal
- D. Sprint charter
- E. Company mission and vision

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 8

During the last sprint review, the main stakeholder complained that the product was missing many features they had been expecting The project team argued that every increment met the acceptance criteria and was approved by the main stakeholder The cost performance index (CPI)

of the project is 1.15 and the schedule performance index (SPI) is 1.43. What should the project manager do?

- A. Analyze the reason for the gap in understanding with both sides and negotiate a solution
- B. Ask the project team to perform the modifications since the project budget and schedule can support them.
- C. Explain to the stakeholder that since the acceptance criteria for every increment were met the project can be closed.
- D. Ask the stakeholder to submit a change request to increase the budget and time for the modifications requested

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 9

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

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

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 10

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

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

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 11

A team is working on implementing a communications system when the client says that they are considering closing the project. The project manager schedules an urgent meeting with the client to understand why the project is at risk. Which two tools or techniques can the project manager use to influence the client's decision to keep the project active? (Choose two)

- A. Alternatives analysis

- B. Voting
- C. Multi-criteria decision making
- D. Autocratic decision making
- E. Cost-benefit analysis

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 12

After a couple of iterations the project manager decides to present the product to a key stakeholder. The stakeholder's feedback is that the team missed the mark on many features. What should the project manager do to avoid this in the future?

- A. Schedule adequate sprint demos to gather early feedback from the stakeholders and adapt the plan accordingly
- B. Set up requirements-gathering sessions with all key stakeholders to evaluate the scope once again and reprioritize the backlog based on the sessions.
- C. Incorporate design thinking practices into the project life cycle to better understand the product's personas and be more effective to match their needs.
- D. Evaluate the team's skills to look for someone with experience in product design and assign that person the task of rebuilding the product interface

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 13

A new project manager is assigned to a project midway through its implementation. During the first risk review meeting, the project manager notices that the version of the risk register used by the project team members is different from the one the project manager is using. What should the project manager have done to avoid this issue?

- A. Performed expert judgment
- B. Validated the issue log
- C. Validated the project artifacts
- D. Referred to the communications management plan

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 14

A project manager accepts a delivery at the project site but the items are of a poor quality. The project manager gets the local vendor to fix the items but more deliveries from this vendor are expected. What should the project manager do going forward?

- A. Have the vendor issue the quality documentation prior to the next delivery.
- B. Call the vendor and have them verbally guarantee the quality of the next site delivery
- C. Allocate extra time to inspect deliveries for quality assurance upon arrival at the site
- D. Review the contract requirements and ask for the applicable evidence for quality assurance

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 15

A project manager has been using predictive methodology for more than 10 years and is switching to an agile project. The team members have not previously worked together. After two sprints of work, the team has not achieved any outcome and there is a lot of pressure to get work done. What kind of leadership style should the project manager use at this stage?

- A. A democratic style that uses techniques where majority opinion prevails
- B. A directive style that makes decisions for the group to reach early outcomes
- C. A passive leadership style that allows the team to self-organize until the norming stage is reached
- D. A leadership style that coaches people who want help and fosters greater team collaboration

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 16

A new team member is added to a self-organizing team. The new team member is reluctant to speak and take part in team discussions or decisions. Which two actions should the team take to engage this new team member? (Choose two)

- A. Facilitate an open discussion on all ideas and perspectives
- B. Report to the project manager about the new team member's behavior
- C. Coach the new team member to improve engagement with the team.
- D. Force the new team member to participate in activities that are considered easy
- E. Revisit the team's discussion on team behaviors and norms

Answer: ([SHOW ANSWER](#))

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NEW QUESTION: 17

How should the project manager develop the project management plan to ensure that the project continually delivers the expected benefits?

- A. Perform integration testing of each release
- B. Identify the goal of each work product
- C. Clarify project benefits with the sponsor.
- D. Include the entire project team in testing

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 18

A project manager is assigned to a project within a program. The high-level requirements of the project are known, but the priorities of some of the requirements are uncertain as they are interdependent on some other pipeline projects within the program. How should the project manager prepare for the next steps of the project?

- A. Prioritize and estimate the milestones for the high-level requirements based on historical data
- B. Escalate to the management team to increase the timeline based on the complexity of the project
- C. Wait for the other project estimates before planning the schedule
- D. Ask the project management office (PMO) to estimate the tasks for all the projects and share the project management plan

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 19

In analyzing a project for monthly status reporting, the project manager notices that the schedule performance index (SPI) is 0.75 and the cost performance index (CPI) is 1.25. The project manager must provide the first project status review soon and wants to emphasize that the project is under control. How should the project manager report the project status to key stakeholders?

- A. Report that the project is not tracking as expected, but is still under control since the next project milestone is over a month away
- B. Perform a detailed root cause analysis utilizing a Pareto chart and fishbone diagrams to demonstrate that the project is under control.
- C. Report that the project is behind schedule but that an additional experienced resource can be added to stay within schedule and maintain the budget.
- D. Prepare a detailed presentation for stakeholders on earned value including how it is calculated and the project's current earned value results

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 20

A new project manager learns the work assigned to the team has already been decomposed to its lowest level. The project manager reviews the work and feels some additional useful information is missing. What should the project manager review?

- A. The project charter and scope statement
- B. The business requirement documents (BRD)
- C. The WBS dictionary
- D. The requirements traceability matrix

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 21

Early in the execution phase, a project manager discovers that recent changes in enterprise environmental factors (EEFs) will severely reduce the implementation cost and shorten the project schedule. How should the project manager address this situation?

- A. Follow the project escalation policy and communications management plan
- B. Meet with the project team to decide how the remaining budget will be spent.
- C. Keep the extra budget as management reserve until project closeout
- D. Give the team extra time to finish tasks within the original timeline

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 22

A project manager is responsible for building a bridge. The high-level elements of the project are handled using a predictive approach. The software responsible for retracting the bridge has been developed based on agile principles. During software development, the workflow is often interrupted by various delays or impediments due to lack of information. How should the project manager handle this situation?

- A. Apply lean manufacturing to limit the team's work
- B. Make work visible using kanban boards.
- C. Increase retrospectives to deliver results fast
- D. Incorporate small batches of work into the project

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 23

Development team members are located in three different time zones. It is difficult to find a suitable time to hold the daily standup for all team members. What should the project manager do?

- A. Require all team members to join the daily standup regardless of the meeting time
- B. Give up the daily standup and replace it with a daily report
- C. Let the team members decide themselves if they want to join the meeting.
- D. Encourage frequent small team meetings with two or three team members.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 24

During a project's third iteration, two of the existing team members were replaced. As the project entered the next iteration, the team velocity dropped and the performance started to slip. What should the project manager do?

- A. Escalate the issue to the project sponsor.
- B. Guide the team to revert back to the forming and storming stages
- C. Convene a team building event to address key performance indicators (KPIs).
- D. Discuss the decrease in productivity with human resources

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 25

A project manager invites the company CEO, sponsor, team members, and an external client representative to a meeting to review the project management plan. The project manager starts to present the budget but the CEO suddenly asks to end the meeting. What should the project manager have done to avoid this situation?

- A. Sent the presentation slides to internal participants first and then to the external client representative prior to the meeting
- B. Reviewed the cost management plan with internal participants and CEO prior to inviting an external client representative to the meeting
- C. Reviewed the communications management plan before inviting an external client representative to the meeting
- D. Performed a root cause analysis with the external client representative and documented the findings in the lessons learned register

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 26

A project manager realizes that a project is becoming delayed because some key decisions are affected by contradicting views between the organization's senior management and external stakeholders. What should the project manager do?

- A. Review the stakeholder register and ensure that communications are being followed in line with the communications management plan.
- B. Isolate the project team from external factors such as senior management and stakeholders so that decisions can be made more quickly
- C. Review the adequacy of the project's governance and ensure that an appropriate structure is in place
- D. Review the remaining scope and rebaseline the project's schedule to take into account delays in decision making

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 27

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

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

Answer: A,D ([LEAVE A REPLY](#))

NEW QUESTION: 28

The project manager started a new project and must ensure that the team members and stakeholders are adequately trained. After an interview with the team, the project manager discovers that all resources have experience in different agile methodologies. What should the project manager do?

- A. Make sure the project team is aware of all agile techniques
- B. Skip the training because the team already understands agile
- C. Ensure the team has a common understanding of agile
- D. Teach one agile methodology fully and completely

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 29

A project has a very tight delivery schedule. The project is approaching the delivery date and the project sponsor often sends the project manager alerts to avoid any schedule slippage. The project team has performed at an acceptable level until now, but the project manager wants to ensure the team's performance level is maintained until the end. What action should the project manager take to motivate the project team's performance?

- A. Award certificates of appreciation to encourage the team
- B. Send a formal notice to team members instructing them to maintain performance
- C. Hire a few temporary team members to help with the additional work
- D. Inform the team about the delivery pressure from the project sponsor

Answer: ([SHOW ANSWER](#)**)**

NEW QUESTION: 30

The CEO has authorized the development of a complex financial product for a company to provide greater future benefits. The budget has been acquired through financing with global investors who expect all risks to be identified as soon as possible. What should the project manager use to identify the risks?

- A. A risk value assessment
- B. Strengths, weaknesses, opportunities, and threats (SWOT) analysis
- C. Expert judgment
- D. An analysis of shared risks between parties

Answer: ([SHOW ANSWER](#)**)**

NEW QUESTION: 31

A large project is affecting the neighborhood in which it is located. The neighbors are not satisfied with the project and their resistance to the project may affect the project deadline. What two actions should the project manager take? (Choose two)

- A. Ask the customer to extend the project deadline to allow time for conflict resolution
- B. Ask the mayor of the city to use their authority to stop neighborhood resistance
- C. Set up a meeting with neighborhood representatives to win their cooperation

- D. Send letters to the neighbors and ask them kindly not to disturb the project.
- E. Analyze the situation and find out what is causing the neighborhood's negative attitude.

Answer: C,E ([LEAVE A REPLY](#))

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NEW QUESTION: 32

In a software development project the product owner and development team agree on a sprint backlog The highest priority in the backlog is to build a payment module The team worked on the module during the first half of the sprint, but now two developers want to spend the rest of the sprint focusing on refactoring another feature that might create issues in the future.

What should the project manager do?

- A. Escalate the issue to the developers' functional managers
- B. Restate to the developers the importance of focusing and meeting the sprint goal.
- C. Let the developers focus on the refactoring work and discuss it in the retrospective
- D. Praise the developers for their proactivity and focus on quality.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 33

A project in the execution phase is behind schedule and is missing some materials The contractor submits an offer to supply the missing materials and reimburse the cost since the internal procurement process will cause more delay The project manager does not agree with the costs submitted by the contractor for the missing materials What should the project manager do next?

- A. Update the procurement strategy and negotiate with the contractor
- B. Ask the project sponsor to allocate more budget to cover the costs
- C. Update the procurement management plan and negotiate with the contractor.
- D. Ask the contractor to review the offer and reduce the costs.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 34

A company is initiating a project to enhance one of its existing products. All of its products are developed internally What should the project manager do?

- A. Identify the risk of implementing the new solution and evaluate the impact on the project.
- B. Create a lessons learned document for the initiation phase

- C. Review the lessons learned from the previous project
- D. Ensure the stakeholder engagement plan is accurate and properly documented.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 35

A team has different ideas on how to address a feature of a product under construction and; although the sprint began two days ago, they have still not reached a consensus. What should the project manager do?

- A. Ask the product owner, who is the key stakeholder, to choose among the different ideas.
- B. Propose ideas to the group, ask everyone to vote, and then choose the most popular idea
- C. Offer an opinion about the pros and cons of each idea and try to reach a consensus in a facilitated meeting
- D. Schedule a session to give everyone the chance to express their opinions about each idea, then vote and decide.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 36

Which two actions should a project manager consider while launching a new virtual team?

(Choose two)

- A. Evaluate the project manager's own strengths and weaknesses as a virtual team leader to identify avoidable pitfalls
- B. Identify the types and quantities of resources required for each work package or activity
- C. Establish in the beginning, how progress will be monitored and the best means for communicating progress
- D. Verify if team members are on more than one team and cannot devote enough time to this team
- E. Recruit the best resources within the organization to be part of the virtual team

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 37

A project manager at a company is considering a high-performing junior member of the organization to be the new project manager for a current project. What should the project manager do to prepare for a recommendation to senior management?

- A. Ask the team member to write a short biography listing their qualifications
- B. Compile key highlights featuring the team member from the meeting minutes.
- C. Gather project artifacts that demonstrate the team member's high performance
- D. Calculate the health of the projects on which the team member has worked

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 38

At the end of a project with multiple suppliers, the project manager is reviewing the closing process and finds that an unexpected financial balance is remaining. What will help the project manager understand why this has occurred?

- A. Lessons learned
- B. Project audit
- C. Procurement audit
- D. Organizational process assets

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 39

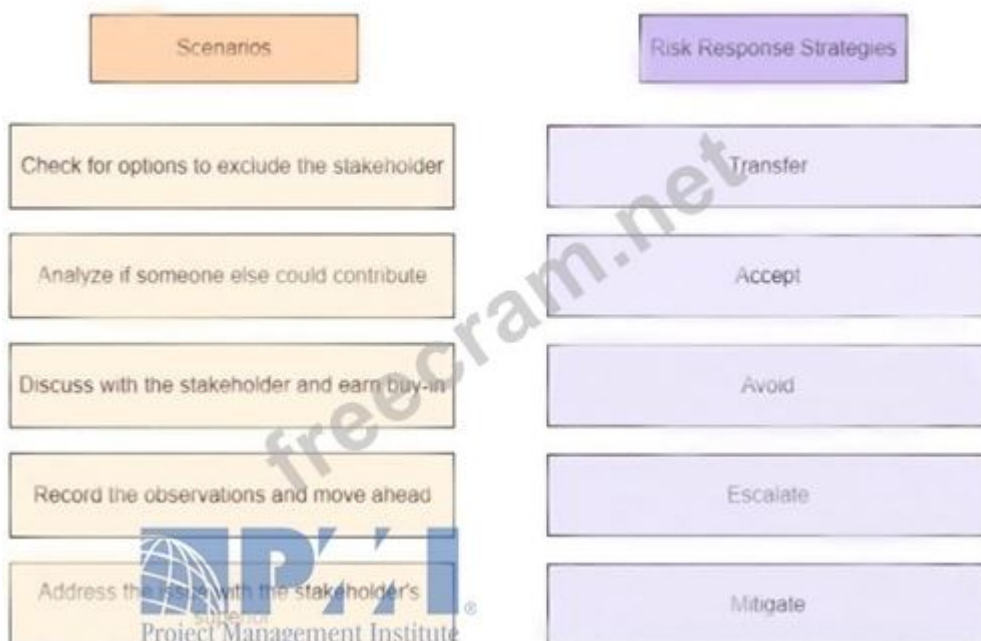
The city has decided to build a new tram station. The project will include various approaches. The construction and infrastructure work will be accomplished using a predictive life cycle while software will be developed using an iterative life cycle. Some neighbors are resisting the project. They have been asking the mayor to stop the project, and are threatening legal action. What two actions should the project manager take? (Choose two)

- A. Have a meeting with the mayor and explain the importance of the new train station to the city.
- B. Register this situation as a risk and develop a mitigation plan
- C. Discuss with the construction team alternatives on moving the new train station to another location.
- D. Conduct regular meetings with the neighbors to get their buy-in for the project
- E. Publish information on the city's website about the benefits that the new tram station will bring

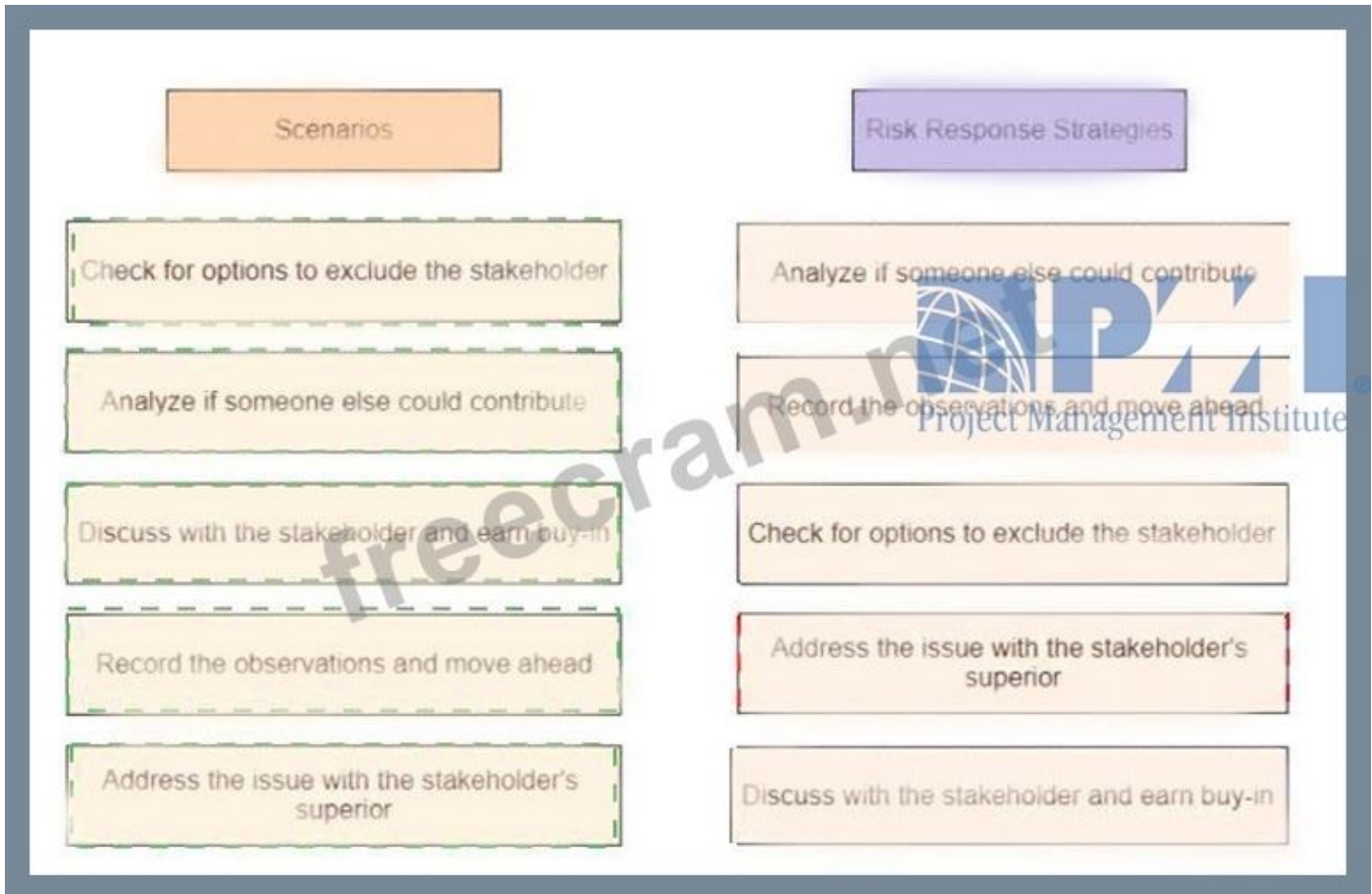
Answer: ([SHOW ANSWER](#))

NEW QUESTION: 40

A project manager is worried that a key stakeholder is not participating in the project and has concluded that the final product is not as good as it could have been if the stakeholder had been more involved. Drag the scenario on the left to the correct risk response strategy on the right.



Answer:



Analyze if someone else could contribute

Record the observations and move ahead

Check for options to exclude the stakeholder

Address the issue with the stakeholder's superior

Discuss with the stakeholder and earn buy-in

NEW QUESTION: 41

A team is currently working on a mobile app solution. During sprint execution, one of the developers requires clarification about the acceptance criteria for a particular task. What should the project manager do to obtain the information required by the developer?

- A. Work with the product owner to clarify the requirement
- B. Seek support from the development manager.
- C. Request direction from the project sponsor
- D. Write an email to the client requesting clarification

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 42

During an inspection, the production phase was stopped because the inspector claimed that regulatory labels were missing. What should the project manager do?

- A. Update the lessons learned register
- B. Review the risk management plan
- C. Conduct an expert judgment evaluation.
- D. Review the quality management plan

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 43

For the purposes of quality assurance a quality audit was conducted on the processes being used in the project execution plan. One of the nonconformance issues raised by the auditor was that attendance lists for the project risk review meetings were not available. Why is an attendance list important?

- A. It is a document that is registered within the lessons learned register
- B. It is a record that shows the number of attendees in the meeting
- C. The attendance list is evidence that risk review meetings were held with the appropriate project team members
- D. It is standard practice on projects to conduct risk review meetings which should have records on meeting attendance

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 44

The team is working on a critical project deliverable and the project manager is concerned about meeting the deadline. There have been complaints from some stakeholders about some of the team members' performance. The project manager wants to understand the situation and provide feedback to the team as soon as possible. What three actions should the project manager take to address this situation? (Choose three)

- A. Conduct an annual review.
- B. Define team ground rules
- C. Implement daily team meetings.
- D. Request a manager performance review

E. Perform a retrospective session

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 45

A project manager has been assigned to lead a project to deploy a new system. The stakeholders disagree on the project objectives and approach. What should the project manager do?

- A. Create a roles and responsibilities matrix based on the project charter and ask the sponsor to share it with all stakeholders to provide credible authority
- B. Breakdown the situation to identify the root causes for the disagreement and then work with each stakeholder and participating entity on their exact roles and responsibilities
- C. Conduct a general meeting with all stakeholders and review and address a list of activities for each of them
- D. Conduct scoping workshops with the project team to create a work breakdown structure (WBS), assign tasks to various entities, share this with all stakeholders, and ask the team to complete their tasks as scheduled

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 46

A project manager presented the project schedule to the main stakeholders. They have requested that the project be completed two months earlier than the scheduled date. What should the project manager do?

- A. Reduce the scope of the project by removing activities and shortening the timeline
- B. Crash the schedule to shorten the timeline while keeping the scope unchanged
- C. Hold a stakeholder meeting to align timelines and scope expectations.
- D. Update the cost management plan to allocate more resources to the project to finish the scope earlier.

Answer: ([SHOW ANSWER](#))

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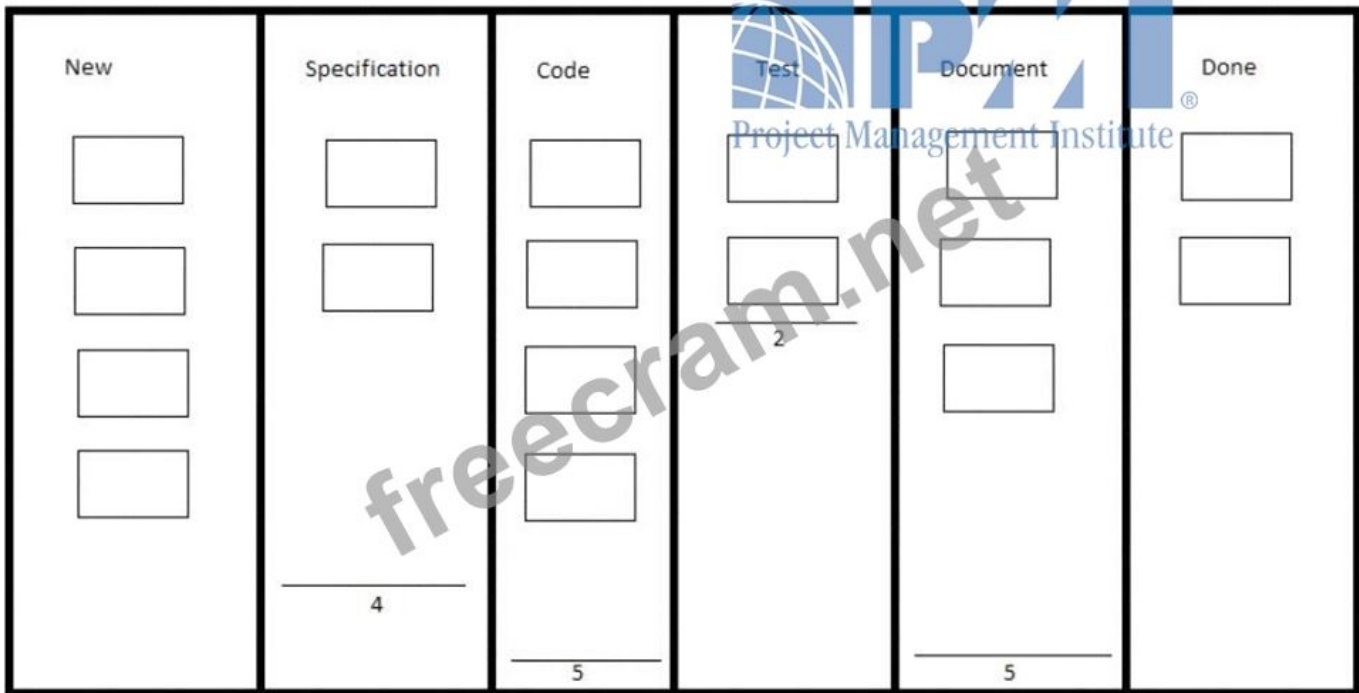
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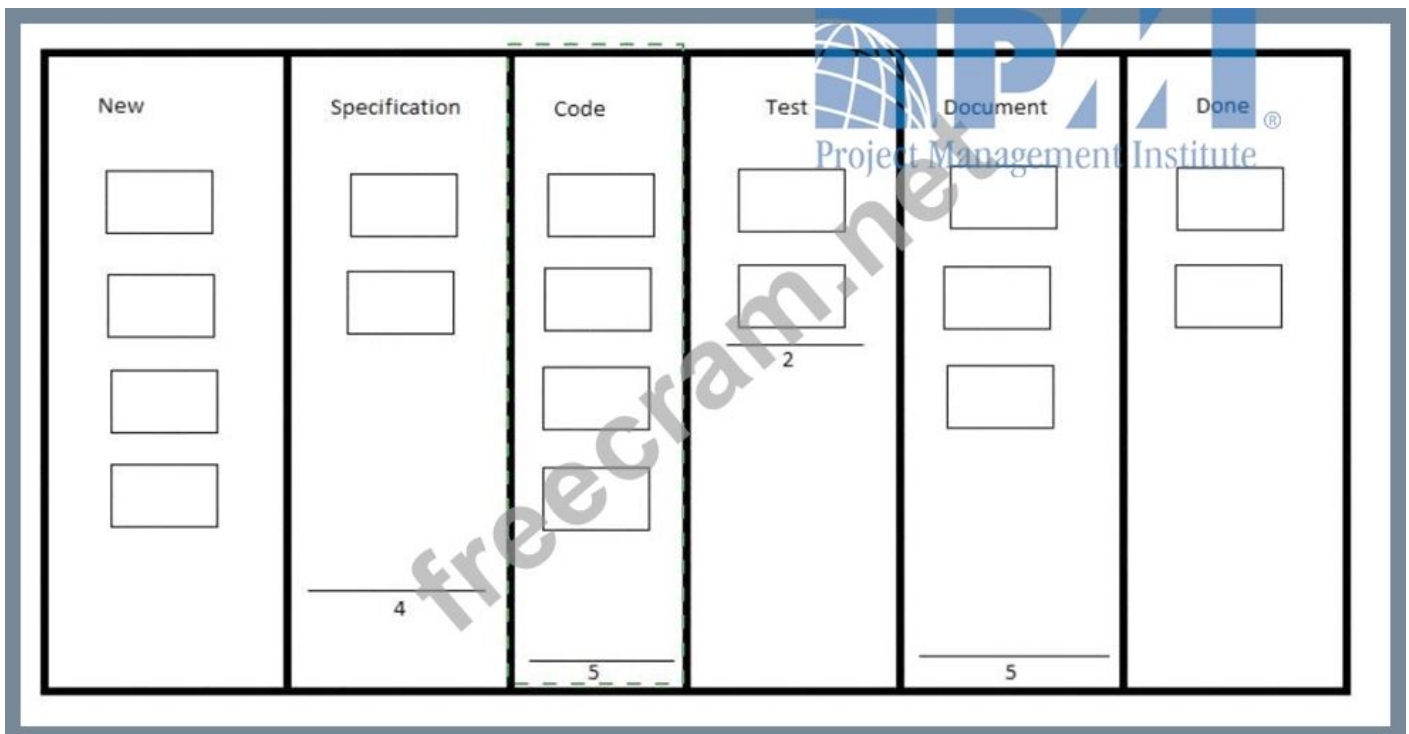
NEW QUESTION: 47

A project manager receives an update that the development flow is not going well. Some team members cannot start their work because the delivery is late. Looking at the Kanban board and the work in progress (WIP) lines, the project manager observes a bottleneck.

Click the title of the queue in the Kanban board below that requires additional resources to relieve the bottleneck



Answer:



NEW QUESTION: 48

A technical subject matter expert (SME) identifies an occurrence that should be captured in the project's lessons learned. The SME asks the project manager to write, document and include it in the lessons learned register. What should the project manager do?

- A. Ask the SME to document and capture the occurrence.
- B. Assign the documenting task to a project team member

- C. Take ownership of documenting this information
- D. Request the SME to wait until the project closure phase.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 49

The project manager of an agile project has been asked to reduce the budget by 30%. Since this is a small project team, the budget is primarily allocated to resources. What strategy should the project manager use in order to keep delivering value in a restricted environment?

- A. Prioritize the product backlog looking for high business value and low effort, and adjust the project budget and staffing to account for those items.
- B. Reduce the project staff and adjust the scope and timelines accordingly in support of the budget reduction.
- C. Balance the project team in order to accommodate the budget challenges, and provide training to mitigate the risk of low performance.
- D. Restrict the project scope only to basic critical features and run the project with the current staffing level until all of the budget is consumed.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 50

A junior staff member was recently assigned to the team. The new team member tells the project manager that they are confused because they are not familiar with what is expected of them on the project. What should the project manager do to assist the new team member?

- A. Instruct the new team member to review the responsible, accountable, consult, and inform (RACI) matrix before asking for help.
- B. Advise the new team member to review the project charter and stakeholder engagement plan.
- C. Advise the new team member to enroll in project management training.
- D. Review the resource management plan and provide mentoring to the new team member if necessary.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 51

During the execution of a project, the project manager notices that only one team member has one of the technical skills needed to build the product. The project manager is afraid this might have a future impact on the quality and schedule because most of the upcoming activities will require at least three people with this specific skill. What two actions should the project manager take to prevent the team from being unqualified? (Choose two)

- A. Increase the time estimates on the activities that require such abilities.
- B. Encourage working in pairs and knowledge sharing.
- C. Teach the entire team the new skill.
- D. Exclude the activities from the roadmap.
- E. Facilitate a training event with an external trainer.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 52

A project team is engaging a development team in another country to develop software. During progress reviews, the project manager identified completion date delays due to rework because there were different interpretations of the client's needs. What should the project manager do?

- A. Escalate to the project steering committee and request additional time
- B. Travel to the development team's office to push the schedule
- C. Set up a meeting with key stakeholders to clarify requirements
- D. Create prototypes with the development team to confirm requirements

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 53

A project manager who is managing a critical project in a multinational company is conducting a progress meeting with all team members. During the meeting, one of the team members states that they are facing a critical problem that will prevent them from completing their assigned task. What should the project manager do?

- A. Ask the team member to follow the approved communications management plan to communicate their issue
- B. Review the risk register with the team member to find the proper response action for this issue.
- C. Ask the team member to raise a change request to assess the issue in detail
- D. Schedule a meeting with the concerned team member to review and update the issue log together

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 54

During project execution, the risk owner is monitoring the critical speed rate of a power engine to eventually trigger the defined risk-response strategy. During the risk assessment and management process phase, it was defined that the power engine has the following characteristics:

1,600 rpm (rate-per-minute) -> stops working and crashes the system

1,500 rpm (rate-per-minute) -> warns of max rate allowed

1,400 rpm (rate-per-minute) -> reduces the power and brakes the engine

Which of the following statements is correct?

- A. 1,600 rpm is a project issue, 1,500 rpm is an event that triggers a response strategy and 1,400 rpm is a project risk
- B. 1,600 rpm is a project risk, 1,500 rpm is an event that triggers a response strategy and 1,400 rpm is a project issue.
- C. 1,600 rpm is an event that triggers a response strategy, 1,500 rpm is a project issue and 1,400 rpm is a project risk.
- D. 1,600 rpm is a project issue; 1,500 rpm is a project risk; and

1,400 rpm is an event that triggers a response strategy

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 55

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

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

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 56

The project sponsor on an agile project informed the project lead that an executive would like an update on the project's progress. What should the project lead do?

- A.** Provide a link to the project's shared drive for the executive to search through for any artifacts that are of interest.
- B.** Ask the project sponsor or product owner to provide an update since the project lead should be trying to keep the team free from impediments.
- C.** Invite the executive to the project's meeting space to determine if the project information radiators meet their needs.
- D.** Reach out to the project management office (PMO) for status report templates and provide project updates in that format.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 57

The project manager is having difficulty communicating with one of the team members. The team member recently attended a training course and has been training other team members in a new agile technique. However, sometimes the team member is forceful in pushing ideas even if other team members are uncomfortable. What personality indicators should the project manager consider when determining what communication style to use with this team member?

Drag The Personality Indicator #1 To The Team Member

Introverted (I) Team Member Extroverted (E)

Drag The Personality Indicator #2 To The Team Member

Judging (J) Team Member Perceiving (P)

Answer:

Drag The Personality Indicator #1 To The Team Member

Introverted (I) Extroverted (E) Extroverted (E)

Drag The Personality Indicator #2 To The Team Member

Judging (J) Judging (J) Perceiving (P)

Drag The Personality Indicator #1 To The Team Member

Introverted (I) Extroverted (E)

Drag The Personality Indicator #2 To The Team Member

Judging (J) Perceiving (P)

NEW QUESTION: 58

A high-performing team member's performance has been consistently increasing over the past year, leaving other peers behind. The project manager has been reluctant to publicly recognize the team member's contributions for fear of discouraging others. The project manager is also concerned that the team member may leave if not rewarded for the contributions made.

What should the project manager do?

- A. Reward the high-performing team member privately to avoid team disruption
- B. Remind the high-performing team member to focus on shared rewards rather than individual rewards

- C. Promote the higher performing team member to a higher position
- D. Request the high-performing team member to mentor the other team members

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 59

The project team follows a hybrid framework for its delivery. During the execution of a project, the team learns of a new compliance requirement that has to be delivered before any other requirements How should the project manager address this situation?

- A. Ask the team to include the compliance requirement in the current sprint and deliver it.
- B. Collaborate with the compliance team member to review and prioritize the requirement's delivery
- C. Add the new compliance requirement to the backlog as the technical team does not have any capacity.
- D. Include the compliance lead in the stakeholders list and wait for the next status meeting

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 60

A new project manager for an agile project is reviewing with an established team, some of the roles to avoid confusion on what to expect. Drag the description on the left to the role on the right

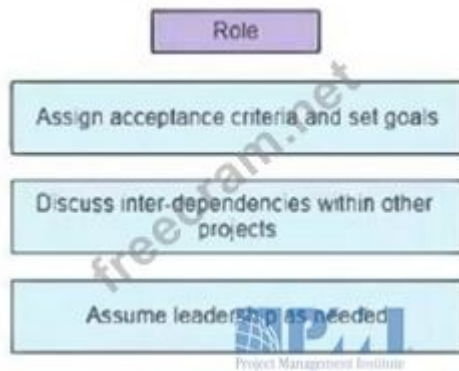
Description	Role
Discuss inter-dependencies within other projects	Product Owner
Assign acceptance criteria and set goals	Scrum Master
Assume leadership as needed	Servant Leader

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Answer:

Description	Role
Discuss inter-dependencies within other projects	Assign acceptance criteria and set goals
Assign acceptance criteria and set goals	Discuss inter-dependencies within other projects
Assume leadership as needed	Assume leadership as needed

Project Management Institute



NEW QUESTION: 61

A project manager has just finished initiating a project. While planning the project manager notes that several essential team members do not have the required skills for key tasks later in the project. What should the project manager do first?

- A. Outsource the task to be completed by a specialized vendor.
- B. Replace the current project team members
- C. Update the issue log to account for the lack of team member qualifications
- D. Develop the resource management plan and ensure adequate training

Answer: D (LEAVE A REPLY)

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NEW QUESTION: 62

A company has a lot of experience with predictive projects. The project management office (PMO) has been trying to implement iterative tools within the project management framework, and the project manager has been asked to use these tools in their current project. After the successful implementation of the iterative tools, the PMO asks the project manager to determine the benefits these tools brought to the project. What should the project manager do?

- A. Conduct reviews with stakeholders to discuss the potential benefits the approach may have to the project
- B. Update the communications management plan to consider performance review meetings with the project stakeholders
- C. Prepare and submit a status report to the steering committee to update performance monitoring

D. Determine the data to be monitored during the project as well as the expected performance and targets.

Answer: ([SHOW ANSWER](#))

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