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Question 1

A team shared a complaint regarding the scrum master during the last sprint review. The team expressed that they were delayed because the

scrum master did not remove impediments, such as scheduling some meetings with external teams and obtaining a room to work collaboratively, among other critical blockers.

What should the project manager do?

Options:

A- Request an additional resource to assist in solving all of the impediments listed by the team.

B- Determine and agree when a situation becomes an impediment to be solved by the scrum master.

C- Request the team review and prioritize the open impediments to resolve all of them as soon as possible.

D- Push back, explaining that a self-organized team should address all of the problems to get the work done.

Answer:

B

Question 2

Due to delays on some activities one of the project team members has increased the scope without any approval What should the project manager do next?

Options:

A- Remove the changes to match the original requirements.

B- Add team members to the project to avoid more schedule delays.

C- Evaluate the impacts of the changes that were made to the project

D- Update project documentation with the new scope

Answer:

C

Question 3

A key project stakeholder who was a big supporter and motivator for the project team is leaving the organization The project team is experiencing low morale and poor teamwork

What should the project manager do to improve morale?

Options:

A- Identify the wants and aspirations of the team

B- Build team connections and emotional bonds

C- Forge consensus through team participation.

D- Set goals and push the team to achieve the goals

Answer:

A

Question 4

Question Type: MultipleChoice

A project team is completing a design, while another team in a different country is performing implementation. How should the project manager communicate the design to the implementation team?

Options:

A- Send a detailed email with the completed design document.

B- Conduct a workshop with all of the stakeholders.

C- Conduct a workshop with both of the teams.

D- Upload the design documents into the project repository.

Answer:

C

Question 5

Question Type: MultipleChoice

A project manager works in a startup company and is in charge of a key project that has critical and time-sensitive delivery objectives. One of the project team members missed completing an assigned deliverable on time, despite repeated assurances from the team member that it would be completed on time

What should the project manager do next?

Options:

A- Record the issue then refocus the team's efforts on delivering the next set of deliverables

B- Give the team member a formal warning for the negative impact due to failure to delrver and not meet deadlines

C- Hold a team meeting to discuss team member commitments and communications

D- Meet with the team member and work on a development plan for them to avoid missed deliverables in the future

Answer:

D

Explanation:

It's essential to understand the reasons behind the missed deliverable and work collaboratively with the team member to develop a plan for improvement. This approach focuses on helping the team member address any challenges or obstacles they may be facing and aims to prevent future issues without resorting to formal warnings. Open communication and coaching can often lead to better outcomes and improved performance within the team.

Question 6

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?

Options:

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

Question 7

One team member is complaining about an agreement made during the last meeting. That team member was present at the meeting and participated in the decisions registered in the meeting minutes.

What should the project manager do next?

Options:

A- Meet with the team member and search for the root cause of their behavior.

B- Arrange an additional meeting with the team to communicate the agreement made during the last meeting.

C- Schedule a new meeting to evaluate the agreement and negotiate a new one.

D- Talk with the team member and explain that once the meeting ended, the agreement must be respected

Answer:

A

Explanation:

The project manager should meet with the team member and search for the root cause of their behavior. This will help the project manager to understand why the team member is complaining about the agreement, and to address any issues or concerns that the team member may have. The project manager should also remind the team member of the importance of the agreement for the project

success, and the need to respect the decisions made by the team. The other options are not effective or appropriate, as they may create more conflict, confusion, or resentment among the team members, or undermine the team's authority or commitment.Reference: PMBOK Guide, 7th edition, page 76, 78, 255.

Question 8

Question Type: **MultipleChoice**

A project manager needs the team to define the steps and identify the risks of migrating data to a new system. What type of leadership should the project manager use to accomplish this?

Options:

A- Servant

B- Dynamic

C- Laissez-faire

D- Transformational

Answer:

A

Explanation:

= The project manager should use a servant leadership style to accomplish this task. A servant leader is someone who focuses on serving the needs and interests of the team, rather than directing or controlling them. A servant leader empowers the team to make decisions, fosters collaboration and trust, and supports the team's growth and development. A servant leader can help the team define the steps and identify the risks of migrating data to a new system by facilitating discussions, providing guidance, removing impediments, and ensuring alignment with the project vision and goals.Reference: (Project Management Professional (PMP) Reference Materials source and documents)

A Guide to the Project Management Body of Knowledge (PMBOK Guide) -- Seventh Edition, Chapter 3: Project Management and Delivery Principles, Section 3.2: Leadership

Agile Practice Guide, Chapter 2: An Agile Mindset, Section 2.2: Empowerment and Collaboration

[PMP Exam Content Outline], Domain III: People, Task 7: Lead a team.

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