

Free Questions for **PMP**

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Question 1

Question Type: MultipleChoice

A verbal announcement is made that the new team member joining the Scrum team has limited mobility. The scrum master is aware that some team members are unsure how the dynamics of the team will change.

What should the scrum master do?

Options:

- A- Create a stakeholder engagement plan.
- B- Design a communications management plan.
- C- Update the team charter accordingly.
- D- Set up a meeting to discuss accommodations the team will have to make.

Answer:

D

Explanation:

= The scrum master should facilitate a meeting with the team and the new team member to discuss how they can work together effectively and inclusively. The scrum master should also ensure that the team respects the diversity and accessibility needs of the new team member, and that the team environment and tools are suitable for the new team member. Creating a stakeholder engagement plan, designing a communications management plan, or updating the team charter are not the best actions in this situation, as they do not address the immediate concerns and expectations of the team and the new team member. Reference: (Project Management Professional (PMP) Reference Materials source and documents)

[Agile Practice Guide, Chapter 2: An Agile Mindset, Section 2.2: Empowerment and Collaboration](#)

[PMP Exam Content Outline], Domain III: People, Task 9: Support team diversity and inclusion.

Question 2

Question Type: MultipleChoice

A project manager is asked to implement a hybrid approach that will replace a predictive approach on an upcoming project. How should the project manager adjust their responsibilities accordingly?

Options:

- A- Introduce new communication tools to the project team members.
- B- Request a scrum master to focus on the collaboration while the project manager focuses on the coordination.
- C- Become a servant leader by supporting team collaboration and removing impediments.
- D- Delegate coordination activities to the product owner so the project manager can focus on managing collaboration.

Answer:

C

Explanation:

= The project manager should adjust their responsibilities accordingly by becoming a servant leader by supporting team collaboration and removing impediments when implementing a hybrid approach that will replace a predictive approach on an upcoming project. According to the PMBOK Guide, a hybrid approach is a project management approach that combines predictive and adaptive (agile) practices to fit the project context, complexity, and uncertainty[1]. A hybrid approach requires the project manager to balance the need for planning and control with the need for flexibility and responsiveness to changing customer needs and expectations[1]. Therefore, the project manager should adopt a servant leadership style, which is a leadership style that focuses on empowering and serving the team rather than directing and controlling them[1]. A servant leader supports team collaboration by facilitating communication, feedback, and decision making among the team members and other stakeholders[1]. A servant leader also removes impediments by identifying and resolving issues that prevent the team from delivering value to the customer[1]. By becoming a servant leader, the project manager can enhance the team performance and satisfaction, and deliver customer value in a hybrid approach. The other options are not appropriate for this situation, as they do not reflect the role of the project manager in a hybrid approach.

Introducing new communication tools to the project team members is a possible action that the project manager can take, but it is not the main responsibility of the project manager in a hybrid approach. Communication tools are only effective if they are used to support team collaboration and customer feedback, which are the core values of a hybrid approach[1].

Requesting a scrum master to focus on the collaboration while the project manager focuses on the coordination is a wrong way to implement a hybrid approach, as it creates a role conflict and a lack of alignment between the project manager and the scrum master. A scrum master is a role in an agile framework that coaches and guides the team and the product owner in applying agile principles and practices[1]. A scrum master is not a substitute for the project manager, nor is the project manager a superior to the scrum master. In a hybrid approach, the project manager and the scrum master should work together to ensure the project objectives and customer expectations are met, and to share the responsibilities of collaboration and coordination[1].

Delegating coordination activities to the product owner so the project manager can focus on managing collaboration is a wrong way to implement a hybrid approach, as it creates a role overload and a lack of accountability for the product owner. A product owner is a role in an agile framework that represents the voice of the customer and defines and prioritizes the product backlog[1]. A product owner is not responsible for coordinating the project activities, resources, and stakeholders, which are the primary functions of the project manager. In a hybrid approach, the project manager and the product owner should work together to ensure the product vision and scope are aligned with the project goals and constraints, and to share the responsibilities of collaboration and coordination[1].

Question 3

Question Type: MultipleChoice

An experienced project manager is leading an enthusiastic team but realizes the team lacks the experience to complete the job successfully. What should the project manager do to reduce the risk of project failure?

Options:

- A- Ask the sponsor to add experienced professionals to the team.
- B- Approve the appropriate training program for team members.
- C- Provide team members with the necessary coaching and mentoring.
- D- Assign a dedicated resource to check the quality of each deliverable.

Answer:

C

Explanation:

According to the PMBOK Guide, the project manager should develop the project team by improving the competencies, interaction, and environment of the team members. The project manager should also use various methods and techniques to enhance the team performance and satisfaction, such as coaching, mentoring, training, feedback, recognition, and rewards. In this scenario, the project manager is leading an enthusiastic team but realizes the team lacks the experience to complete the job successfully. This is a human resource risk that may affect the quality and delivery of the project. The best course of action is to provide team members with the necessary coaching and mentoring to help them acquire the skills and knowledge needed for the project, and to guide them through the challenges and issues that may arise. Providing team members with the necessary coaching and mentoring (option C) is the best

solution to the issue, as it demonstrates proactive and effective project human resource management. Asking the sponsor to add experienced professionals to the team (option A) may not be feasible or desirable, as it may incur additional costs and time to onboard and integrate the new resources, and may disrupt the existing team dynamics and morale. Approving the appropriate training program for team members (option B) may also be helpful, but it is not the only or most comprehensive approach. Training is a formal and structured way of imparting knowledge and skills to the team members, but it may not address the specific needs and issues of the project or the team. Coaching and mentoring are more personalized and interactive ways of developing the team members, as they involve providing advice, feedback, support, and encouragement to the team members throughout the project. Assigning a dedicated resource to check the quality of each deliverable (option D) may also be ineffective or inefficient, as it may create a bottleneck and dependency on the resource, and may undermine the trust and responsibility of the team members. The project manager should empower the team members to perform quality assurance and control activities, and to ensure that the deliverables meet the quality standards and expectations of the project.

Reference: : Project Management Institute. (2017). A Guide to the Project Management Body of Knowledge (PMBOK Guide) (6th ed.). Newtown Square, PA: Author1: Project Management Professional (PMP) Certification | PMI2: What Counts as Project Management Experience?- CBT Nuggets3: PMP Certification Info Summary | PMI - Project Management Institute4: PMP Certification Requirements | Are you eligible for PMP5

Question 4

Question Type: MultipleChoice

A project involves exporting 150 packages to the customer. However, only 30 packages have been cleared by the customer for shipment. The logistics manager provided details to the customer 2 weeks ago and set up a weekly conference call to effectively communicate with them, but the customer has not been participating in the calls.

How should the project manager handle this situation?

Options:

- A- Find the root cause of the issue and discuss the customer's current engagement.
- B- Inform the customer that subsequent packages cannot be manufactured.
- C- Request a change in the contract to include the shipment in the project management plan.
- D- Request a delivery date extension from the customer.

Answer:

A

Explanation:

According to the PMBOK Guide, a project manager is responsible for managing the communication with the project stakeholders, including the customer¹. Communication management involves planning, executing, monitoring, and controlling the information exchange among the project participants². Communication management also involves identifying and resolving communication issues, such as misunderstandings, conflicts, or delays³.

In this scenario, the project manager is facing a communication issue with the customer, who has not cleared the shipment of 120 packages out of 150 and has not been participating in the weekly conference calls. This may affect the project schedule, budget, quality, and scope, as well as the customer satisfaction and relationship. The project manager should find the root cause of the issue and

discuss the customer's current engagement, which means analyzing the factors that are preventing the customer from clearing the shipment and communicating effectively, and engaging the customer in a constructive dialogue to address the issue and restore the communication flow. Finding the root cause of the issue and discussing the customer's current engagement are examples of problem-solving and conflict management techniques, which are interpersonal skills that a project manager should have.

The project manager should not inform the customer that subsequent packages cannot be manufactured, as this may worsen the situation and damage the customer relationship. The project manager should not request a change in the contract to include the shipment in the project management plan, as this may not solve the communication issue and may create unnecessary changes and complications in the project scope and contract. The project manager should not request a delivery date extension from the customer, as this may not address the root cause of the issue and may affect the project performance and reputation.

Question 5

Question Type: MultipleChoice

Several components of an expensive manufacturing project have been returned by the customer. The customer is complaining that the quality of the components is poor and is concerned that, as a result, their products will be returned due to quality issues. The project manager is certain that quality has been maintained.

How should the project manager communicate with the customer to help assure them that the project has produced quality products?

Options:

- A- Show the customer the tolerance and control limits.
- B- Show the customer sample results from the current batch.
- C- Show the customer a sample history of quality.
- D- Show the customer the quality control measurements.

Answer:

D

Explanation:

According to the PMBOK Guide, quality control measurements are the results of quality control activities that are used to assess the performance and quality of the project deliverables. They include the actual values of the quality metrics, such as defects, errors, rework, customer satisfaction, etc. The project manager should show the customer the quality control measurements to demonstrate that the project has produced quality products that meet the quality standards and specifications agreed upon with the customer. The quality control measurements can also help identify the root causes of any quality issues and implement corrective actions. Showing the customer the tolerance and control limits, the sample results from the current batch, or the sample history of quality are not sufficient to assure the customer that the project has produced quality products, as they do not provide the actual evidence of the quality performance and compliance of the project deliverables. Reference: PMBOK Guide, 7th edition, pages 31, 32, 33, 34, 35, 36, 37, 38, 39, 40, and 41. Test-Guide.

Question 6

Question Type: MultipleChoice

A new building project is in the middle of its life cycle. The municipality informs the project manager that due to new regulations, the parking lot around the project has to accommodate twice the number of cars than was initially planned.

What should the project manager do next?

Options:

- A-** Assess the impact of the required change and consult with the executive sponsors to determine the best course of action.
- B-** Have the company's lawyers write to the municipality and reject the change as it was not part of the scope approved by the municipality.
- C-** Request the project sponsor to fund this change as it is a new regulation, then order the materials in order to start working.
- D-** Ask the designers to start designing a solution for this new requirement while the project is running and determine the funding for this change.

Answer:

A

Explanation:

According to the PMBOK Guide, 6th edition, page 123, the project manager is responsible for managing the project scope and ensuring that the project deliverables meet the agreed requirements and expectations of the customer and other stakeholders. If the project manager receives a request for a change in the project scope, such as the parking lot size, the project manager should follow the change management process, which involves assessing the impact of the change on the project objectives, constraints, and assumptions, and consulting with the executive sponsors and other key stakeholders to determine the best course of action. The project manager should not reject, accept, or implement the change without following the change management process, as this may lead to scope creep, rework, waste, or poor quality. Reference:

PMBOK Guide, 6th edition, page 123

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Question 7

Question Type: MultipleChoice

A vendor has manufactured a complex product. During a factory acceptance test, several deficiencies were identified. Product delivery is on the critical path, and any delay would impact project completion.

What should the project manager do?

Options:

- A- Assess the schedule impact and evaluate the most feasible solution to keep the project on track.
- B- Ship the package as is, complete carryover work on-site, and back charge the vendor for the rework.
- C- Initiate regular conference calls with the vendor for status updates to keep this item in focus.
- D- Hold the shipment until the rework is completed at the vendor's facility to eliminate extra work on-site.

Answer:

A

Explanation:

The project manager should assess the schedule impact of the deficiencies identified during the factory acceptance test and evaluate the most feasible solution to keep the project on track. This may involve negotiating with the vendor, performing a schedule compression technique, or implementing a contingency plan. The project manager should also communicate the issue and the solution to the relevant stakeholders and update the project documents accordingly. The other options are not advisable, as they may compromise the quality of the product, increase the project risk, or create conflicts with the vendor. Reference: PMBOK Guide, 7th edition, page 112-113, 118-119, 122-123.

Question 8

Question Type: MultipleChoice

In an agile team, some of the team members are coming forward to ask for more autonomy on the project. What should the project manager do in this situation?

Options:

- A- Discourage this request, as it is for the management team.
- B- Encourage the team lead to make decisions.
- C- Discourage them as conflicts may be created.
- D- Encourage the team members to make decisions.

Answer:

D

Explanation:

In an agile team, the project manager should foster a culture of self-organization and empowerment, where the team members are given the authority and responsibility to make decisions that affect their work. This can increase the team's motivation, creativity, and productivity, as well as reduce the need for micromanagement and bureaucracy. Discouraging the team members from asking for more autonomy, or delegating the decision-making to the team lead or the management team, can undermine the agile principles and values,

and create dissatisfaction, confusion, or conflict among the team members. Reference: (Project Management Professional (PMP) Reference Materials source and documents)

[A Guide to the Project Management Body of Knowledge \(PMBOK Guide\) -- Seventh Edition, Chapter 2: Value Delivery System, Section 2.3.1: Agile Principles and Values](#)

[Agile Practice Guide, Chapter 2: An Agile Mindset, Section 2.2: Empowerment and Collaboration](#)

[PMP Exam Content Outline], Domain III: People, Task 8: Support team performance.

Question 9

Question Type: MultipleChoice

An oil and gas project started without having acquired full funding for the project. The remaining funds were to be acquired during project execution. The

acquisition of the remaining funds was delayed several months, resulting in a suspension of work by all contractors.

What should the project manager have done to prevent this from happening?

Options:

- A- Ensured the stakeholder anticipated obstacles to achieving financial closure on the remaining funds.
- B- Ensured the stakeholder who was providing additional funds remained interested in the project.
- C- Ensured the risk was adequately assessed and mitigated by the appropriate stakeholders.
- D- Ensured the project team monitored and reviewed the project risk register periodically.

Answer:

C

Explanation:

The project manager should have ensured the risk of not acquiring full funding for the project was adequately assessed and mitigated by the appropriate stakeholders to prevent this from happening. According to the PMBOK Guide, a risk is an uncertain event or condition that, if it occurs, has a positive or negative effect on one or more project objectives¹. In this case, the risk of not acquiring full funding for the project is a negative risk that could affect the project scope, schedule, cost, and quality. Therefore, the project manager should have performed the following risk management processes¹:

Identify Risks: The process of identifying individual project risks and sources of overall project risk, and documenting their characteristics. The project manager should have identified the risk of not acquiring full funding for the project as a potential source of overall project risk, and documented its characteristics, such as causes, triggers, probability, impact, and priority.

Perform Qualitative Risk Analysis: The process of prioritizing individual project risks for further analysis or action by assessing their probability of occurrence and impact, as well as other characteristics. The project manager should have prioritized the risk of not acquiring full funding for the project based on its probability and impact, and determined if it required further analysis or action.

Perform Quantitative Risk Analysis: The process of analyzing the effect of identified individual project risks and other sources of uncertainty on the project objectives, and presenting the results in quantitative terms. The project manager should have analyzed the effect of the risk of not acquiring full funding for the project on the project objectives, such as the expected monetary value, the cost of risk, the schedule reserve, and the contingency reserve.

Plan Risk Responses: The process of developing options and actions to enhance opportunities and reduce threats to the project objectives. The project manager should have developed options and actions to reduce the threat of the risk of not acquiring full funding for the project, such as avoiding, mitigating, transferring, or accepting the risk, and implementing contingency plans or fallback plans if the risk occurs.

Implement Risk Responses: The process of implementing the agreed-upon risk response plans. The project manager should have implemented the risk response plans for the risk of not acquiring full funding for the project, such as securing alternative sources of funding, negotiating with the stakeholders, or adjusting the project scope, schedule, or cost.

Monitor Risks: The process of tracking the implementation of risk response plans, identifying and analyzing new risks, and evaluating risk process effectiveness. The project manager should have monitored the risk of not acquiring full funding for the project, and tracked the implementation of the risk response plans, identified and analyzed any new risks, and evaluated the effectiveness of the risk process.

By performing these risk management processes, the project manager could have prevented the risk of not acquiring full funding for the project from occurring, or minimized its impact on the project performance. The other options are not sufficient or appropriate for this situation, as they do not address the need to assess and mitigate the risk.

Ensuring the stakeholder anticipated obstacles to achieving financial closure on the remaining funds is a passive and vague action that does not specify how the project manager will help the stakeholder overcome the obstacles or secure the funds.

Ensuring the stakeholder who was providing additional funds remained interested in the project is an important but not sufficient action that does not guarantee the availability or timeliness of the funds.

Ensuring the project team monitored and reviewed the project risk register periodically is a necessary but not sufficient action that does not involve developing and implementing risk response plans.

Question 10

Question Type: MultipleChoice

A project manager is managing a hybrid project. There is software in place to access the repository of project artifacts. However, a few stakeholders are

reporting that they are unable to find the latest project schedule.

What should the project manager do?

Options:

- A-** Send the project schedule via email to the stakeholders who need that information.
- B-** Make sure all stakeholders have access to the system and know where to find project artifacts.
- C-** Escalate the issue to the steering committee and ask them to deal with the stakeholders' lack of training.

D- Advise the project management office (PMO) that there is a resource gap for sharing project artifacts effectively.

Answer:

B

Explanation:

According to the Agile Practice Guide, a hybrid project is a project that combines elements of predictive and adaptive project management methodologies. A hybrid project may use different methodologies for different phases or deliverables of the project, or it may blend the practices and techniques of different methodologies within the same phase or deliverable. A hybrid project may also use different tools and techniques to support the project management and delivery, such as software applications, templates, documents, or artifacts. In this scenario, the project manager is managing a hybrid project that uses software to access the repository of project artifacts. However, a few stakeholders are reporting that they are unable to find the latest project schedule. This is a communication issue that may affect the stakeholder engagement and satisfaction, as well as the project performance and delivery. The best course of action is to make sure all stakeholders have access to the system and know where to find project artifacts. This can help the project manager to ensure that the project communication is consistent, clear, and effective, and that the stakeholders are kept informed and updated on the project progress and status. Making sure all stakeholders have access to the system and know where to find project artifacts (option B) is the best solution to the issue, as it demonstrates proactive and respectful project communication and stakeholder management. Sending the project schedule via email to the stakeholders who need that information (option A) may not be sufficient or efficient, as it may create inconsistency and confusion among the stakeholders, and may increase the workload and overhead of the project manager. Escalating the issue to the steering committee and asking them to deal with the stakeholders' lack of training (option C) may also be unnecessary or inappropriate, as it may imply that the project manager is unable to handle the issue and may damage the trust and relationship with the stakeholders. Advising the project management office (PMO) that there is a resource gap for sharing project artifacts effectively (option D) may also be unrealistic or irrelevant, as it may not address the root cause of the issue or provide a

clear guidance on how to improve the project communication or stakeholder engagement. Reference: : Project Management Institute. (2017). Agile Practice Guide. Newtown Square, PA: Author1: Ultimate Guide To Hybrid Project Methodologies & How To Make Them2: A Little Bit of Both - Project Management Institute3

Question 11

Question Type: MultipleChoice

A project manager has been managing a highly complex project. The project manager has ensured that all of the required tasks have been completed.

During a recent external audit, the project manager was informed of a heavy penalty being levied on the project for the latest module that was implemented.

What should the project manager have done to ensure that there were no liabilities arising from the recent implementation?

Options:

A- Ensured that all the required approvals were received per the organizational procedures

B- Ensured that all defects identified during testing were resolved before implementation

C- Ensured that all of the required tasks identified in the scope were completed successfully

D- Ensured that all documentation was completed post implementation before closing the project

Answer:

A

Explanation:

According to the PMBOK Guide, a project manager is responsible for ensuring that the project complies with the relevant laws, regulations, policies, standards, and ethical codes that apply to the project context and environment¹. A project manager should also ensure that the project deliverables meet the quality requirements and expectations of the project stakeholders². A project manager should also ensure that the project documentation is complete, accurate, and updated throughout the project life cycle³.

In this scenario, the project manager has been managing a highly complex project and has ensured that all of the required tasks have been completed. However, during a recent external audit, the project manager was informed of a heavy penalty being levied on the project for the latest module that was implemented. This implies that the project manager did not ensure that the project complied with the applicable laws, regulations, or standards that govern the project domain or industry. The project manager should have ensured that all the required approvals were received per the organizational procedures before implementing the module, as this would have prevented the liability and the penalty. The organizational procedures may include obtaining legal, regulatory, contractual, or internal approvals from the appropriate authorities or parties⁴.

The project manager should not have ensured that all defects identified during testing were resolved before implementation, as this is not relevant to the liability issue. The project manager should have done this as part of the quality management process, but this would not have guaranteed compliance with the external laws, regulations, or standards. The project manager should not have ensured that all

of the required tasks identified in the scope were completed successfully, as this is not sufficient to avoid the liability issue. The project manager should have done this as part of the scope management process, but this would not have ensured compliance with the external laws, regulations, or standards. The project manager should not have ensured that all documentation was completed post implementation before closing the project, as this is too late to prevent the liability issue. The project manager should have done this as part of the closure process, but this would not have avoided the penalty for the non-compliant module.

Question 12

Question Type: MultipleChoice

A team realizes that there is no access to data that the project depends on to complete the current iteration. This dependency was known; however, the team is unsure of the available options to remove this obstacle.

What should the project manager do next?

Options:

- A-** Escalate the issue to the project sponsor.
- B-** Move the dependent task to the next iteration.

- C- Guide the team to determine alternatives.
- D- Escalate the issue to the company's IT manager.

Answer:

C

Explanation:

According to the Agile Practice Guide, one of the agile values is to respond to change over following a plan. This means that the project manager and the team should embrace changes and uncertainties, and find creative ways to overcome challenges and deliver value to the customer. In this case, the team faces a data access issue that prevents them from completing the current iteration. The project manager should guide the team to determine alternatives, such as finding another data source, modifying the requirements, or prioritizing other tasks. This way, the project manager can help the team to adapt to the situation and deliver a working product increment. Escalating the issue to the project sponsor or the IT manager, or moving the dependent task to the next iteration, are not agile responses, as they imply that the project manager and the team are relying on external authorities or postponing the problem, rather than finding a solution within the team. Reference: Agile Practice Guide, pages 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, and 22. PMP Question 330.

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