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Project Management Professional - 2024 New Version

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**QUESTION 1**

A product company is transforming the way it develops and releases products in the market. Executives believe that this is a high-risk initiative, and this initiative must be successful. What should the project manager do in this scenario?

- A. Develop a business case with assumptions for the new model
- B. Develop a communications management plan to inform the employees about the new business model
- C. Adopt an iterative rollout approach that delivers the highest business value earlier
- D. Develop a detailed sprint plan with clear deliverables

Correct Answer: C

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**QUESTION 2**

A consultancy firm is finally selected and contracted for a project following an extensive and competitive procurement process. A few months into project execution, the client asks the project manager why the consultant is contracted for only 18 months instead of the full 32-month-long project. The project manager will need to carry out an unplanned second bidding process to ensure services are in place until the end of the project.

What should the project manager have done to prevent this?

- A. Developed a detailed, phased procurement management plan including all activities required and had the client approve it.
- B. Included the client in all negotiation phases with the consultancy to obtain their advanced approval before signing the contract.
- C. Prepared and negotiated a second contract with the consultancy firm for the remaining 14 months after the first contract signature.
- D. Agreed beforehand with the client on the frequency of reporting on the status of the procurement activities within the project.

Correct Answer: A

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**QUESTION 3**

A project manager wants to make sure that similar projects in the future use the project's performance data as a reference. However, the project manager is not sure how to accomplish this. What should the project manager do?

- A. Share project documentation in a repository with exclusive access.
- B. Schedule weekly knowledge-sharing sessions with key stakeholders.
- C. Send periodic emails to senior management with the latest project updates.

D. Keep project artifacts up-to-date and accessible to all stakeholders.

Correct Answer: A

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#### QUESTION 4

A project manager has recently taken over a project and notices that a client team member often halts progress due to a lack of understanding of some project elements.

The former project manager gave the new project manager a complete list of people to communicate with, and this client team member is not on it.

What should the project manager do?

- A. Update the communications matrix to ensure that client team member is included.
- B. Submit a change request to cover extra hours associated with project meetings.
- C. Increase the project meeting frequency and duration to allow for the extra work required.
- D. Speak with the client team member about the continuous delays during project meetings.

Correct Answer: A

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#### QUESTION 5

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.

Correct Answer: C

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