

# PMP<sup>Q&As</sup>

Project Management Professional - 2023 New Version

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### QUESTION 1

A company is engaged in a transformation journey, and the project manager for this endeavor is new to this project. During one of the project status update meetings, a key stakeholder, the project manager's functional manager, is dissatisfied

with the work in progress, and points to the project manager.

What should the project manager do?

- A. Schedule a one-on-one meeting with the functional manager to prove the project is on time
- B. Listen carefully and show understanding of the growing needs of the functional manager.
- C. Admit that the functional manager is right and promise to rectify the situation immediately.
- D. Show the functional manager that the progress is on time based on the schedule.

Correct Answer: D

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### QUESTION 2

An agile team completes a deliverable that is to be certified by another expert team. The second team does not take the deliverable for many months. What should the servant leader do?

- A. Escalate this to the project director for a resolution.
- B. Escalate this to the agile lead of the second team.
- C. Review the process and remove the impediment.
- D. Remove the certification need from the project scope.

Correct Answer: C

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### QUESTION 3

An agile team completes a deliverable that is to be certified by another expert team. The second team does not take the deliverable for many months. What should the servant leader do?

- A. Review the process and remove the impediment
- B. Escalate this to the project director for a resolution
- C. Remove the certification need from the project scope
- D. Escalate this to the agile lead of the second team

Correct Answer: B

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**QUESTION 4**

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

Correct Answer: B

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**QUESTION 5**

In the middle of a software development project, the lead design programmer accepted an offer from a competitor. The project manager needs to find a replacement to meet an upcoming milestone. What should the project manager do?

- A. Consult the risk response plan.
- B. Update the resource calendar.
- C. Issue a request to the change control board (CCB).
- D. Assign the tasks to another team member.

Correct Answer: A

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**QUESTION 6**

A company has selected a cross-functional team to develop an innovative digital product to drive the digital transformation project for the business. What should the project manager do to ensure business value is delivered early?

- A. Create a detailed project plan and escalate delays to the functional managers.
- B. Fast track the project and monitor tasks closely to ensure timely delivery.
- C. Create robust incentives to the team members to encourage speedy delivery.

D. Break down the deliverables into sprints and deliver value incrementally.

Correct Answer: D

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#### QUESTION 7

During the planning for a long project, the project manager recognized that several members of the team are new to their roles. How should the project manager incorporate this into planning?

- A. Increase the overall project duration to account for the inexperienced team members on the project.
- B. Ensure planning has accounted for replacing team members in new project roles who do not deliver on project goals.
- C. Assess the training requirements and ensure time for professional development training by senior members.
- D. Revisit the project resource allocation to remove the inexperienced team members assigned to the project.

Correct Answer: C

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#### QUESTION 8

A project manager is leading a product feature rollout that will gain more subscribers for a video-streaming application. During the backlog grooming phase, the business stakeholders were unable to understand the feature integration with the product and raised concerns.

What can the project manager do to demonstrate the feature integration?

- A. Involve business stakeholders in the iteration retrospective.
- B. Include the business stakeholders in the iteration review.
- C. Review the backlog in detail with the business stakeholders.
- D. Create a task for the iteration review and add it to the backlog.

Correct Answer: B

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#### QUESTION 9

A project team member complained to the project manager that they are not sure of the latest requirements document because it was emailed to them about one week ago. They mentioned that, in the past they worked on a document for more than 20 hours only to find out later that another team member had already updated that same document but did not send them the latest revisions.

What should the project manager do to avoid this situation in the future?

- A. Encourage better team communication by positioning team members closer together.
- B. Implement a project management information system (PMIS)

- C. Update the communications management plan to ensure correct delivery of the latest version
- D. Restrict team members from sending the requirements documents via email

Correct Answer: B

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#### QUESTION 10

During the closing process, the project manager learns that one deliverable is not meeting customer expectations. How should the project manager proceed?

- A. Ask the customer to issue a change request with the information to analyze and provide a solution.
- B. Review the deliverable requirements, check the customer approval criteria, and proceed accordingly.
- C. Meet with the customer to reach agreement on the scope of the deliverable that will satisfy both parties.
- D. Contact the project sponsor and ask for help in negotiating the closing of the project with the customer.

Correct Answer: B

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#### QUESTION 11

In a hybrid project a stakeholder requests some feature modifications directly to one of the team members. When investigating further the project manager finds this to be a common practice in the business, which is different from what is stated in the project management plan.

What should the project manager do?

- A. Update the risk register including noncompliance with the change process as a probable cause for scope creep.
- B. Make sure that all stakeholders are aware and in agreement with the project governance structure in place.
- C. Advise the team not to engage in modifications unless it follows the proper change approval process.
- D. Escalate to the project management office (PMO) and request that the team member who accepted the request be replaced.

Correct Answer: B

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#### QUESTION 12

A project manager is new to hybrid project management and is worried about the project because it has a high level of requirements uncertainty. The team has experience with hybrid projects, performs daily standups, and is committed to the project. The project manager is concerned about losing control of the project and would like to have a more central role.

How should the project manager address this issue?

- A. Modify the daily standup meetings to include project status reporting.
- B. Escalate the issue to the change control board (CCB) and ask for advice.
- C. Adopt the role of supporting and empowering the project team to do the work.
- D. Change the approach for the project to a predictive approach.

Correct Answer: C

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### QUESTION 13

A product owner has an idea for a new product but is struggling to define the features because they are not certain of the perceived business value for each feature. What should the project manager have the delivery team do to address this issue?

- A. Assess the product roadmap to see if there is another product that is more suitable for the build.
- B. Develop a minimum viable product (MVP) for assessment from a select customer group.
- C. Commission a business analyst to research similar competitor products.
- D. Complete a work breakdown structure (WBS) to assess the cost of each feature

Correct Answer: B

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### QUESTION 14

The customer wants to show their stakeholders a tangible outcome faster. This requires advancing a milestone. Which two things should the project manager do? (Choose two)

- A. Inform the customer that moving the milestone has a very high impact on project cost.
- B. Escalate the Issue to senior management so they can impose a solution on the customer.
- C. Convince the customer to keep the requirements as is and not move the milestone.
- D. Review the customer's priorities regarding the desired requirements for the milestones.
- E. Discuss which requirements can be delivered faster with the project team.

Correct Answer: DE

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**QUESTION 15**

A team is working on a hybrid project. Due to different interpretations of the project requirements, the deliverables are not aligned to the expectations. What steps should the project manager have taken to prevent this?

- A. Update the project management plan in order to get back on track.
- B. Ensure the team receives continuous feedback from customers users.
- C. Submit a change request to adjust the project scope.
- D. Ensure the team understands all additional project requirements.

Correct Answer: B

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