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(2024 Version)

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QUESTION 1

During a project's initiation phase, a lessons learned sharing session was held with the team from another project. Low construction productivity was discussed as a potential delay to project completion.

What should the project manager do next?

- A. Discuss this issue with the project sponsor to request additional funding to implement mitigation
- B. Prequalify contractors with proven track records to eliminate productivity concerns
- C. Add construction productivity to the risk register and develop a mitigation strategy for site execution
- D. Hire a construction management consultant to develop a comprehensive site execution plan

Answer: C

Explanation:

The learning from prior project was about construction productivity. So in order to prevent it happen in a new project, it has to monitored with a mitigation plan.

QUESTION 2

During project initiation meetings, the project manager of a 9-month project states that a specific task would be out of schedule. At the project kick-off meeting, a key project stakeholder strongly objects, stating that this task is the key value of the project and should be completed on time.

What should the project manager do to reduce the chances of having a strong rejection from stakeholders during the project initiation stage?

- A. Develop a stakeholder-by-stakeholder engagement assessment matrix.
- B. Send a letter to the stakeholders to inform them about the project scope and start date.
- C. Schedule meetings with key stakeholders in advance to gather feedback on the project scope.
- D. Identify stakeholder rejection as a risk in the project risk register.

Answer: C

Explanation:

To reduce the chances of having a strong rejection from stakeholders during the project initiation stage, the project manager should schedule meetings with key stakeholders in advance to gather feedback on the project scope. This will give stakeholders the opportunity to provide input and raise any concerns they may have about the project, including the specific task that the project manager believes would be out of schedule.

QUESTION 3

An agile team is working on a 2-week sprint to deliver business value. About 1 week after the sprint starts, the team members do not feel confident about the product increment they are building. They do not want to wait until the end of the sprint and want to validate the product increment with the product owner now.

What should the project manager do to mitigate this risk?

- A. Extend the sprint end date in anticipation of feedback from the product owner that will require extra work.
- B. Schedule an additional interim demo with the product owner.
- C. Address the issue as part of the retrospective.
- D. Ask the team to work overtime toward the end of the sprint to meet the original sprint end date.

Answer: B

Explanation:

To mitigate the risk of the team not feeling confident about the product increment, the project manager should schedule an additional interim demo with the product owner. This will give the team an opportunity to validate their work with the product owner and receive feedback early in the sprint. This feedback can then be incorporated into the work before the end of the sprint, which can improve the quality of the product increment and increase the team's confidence in it. Additionally, it's important for the project manager to communicate the need for an additional demo with the stakeholders and to make sure that the team has enough time to incorporate the feedback into their work.

QUESTION 4

During a project meeting, the project manager expressed the importance of delivering reports on time. These individual reports will be consolidated into a single report. One of the team member's reports was not delivered on time and therefore the report could not be integrated with the other reports. This demonstrates a lack of teamwork and impacts project success. What should the project manager do to resolve this issue?

- A. Assign the task to someone else on the team.
- B. Discuss it with the team member in confidence.
- C. Discuss this matter during the project meeting.
- D. Include this item in the risk register.

Answer: B

Explanation:

The project manager should first discuss this issue with the team member in confidence to understand the reasons for the delay and to identify any possible solutions.

QUESTION 5

A client wants to create an innovative software for the travel industry using an agile approach. A project manager from the company was assigned to work on the details and estimates as requested by the client.

What should the project manager do before sending the information to the client?

- A. Put the tasks with estimates in the backlog and clarify that the project will not need any reserves.
- B. Sequence the tasks with estimates and add standard risk reserves to use for software development.
- C. Analyze the tasks, provide estimates, include a prototype demo, and send to the client directly.
- D. Work with the team to understand their views and add the appropriate dependencies and risks.

Answer: D

Explanation:

You can't provide a prototype, at least a good one without consulting with the team first or even having any work done. The selected answer seems like the PM is doing everything without even talking with the team, and that's a recipe for failure.

QUESTION 6

A project manager is managing the scope of the project and creating a work breakdown structure (WBS) with the team members.

How should the project manager organize the WBS?

- A. Customer oriented
- B. Team oriented

- C. Cost oriented
- D. Deliverable oriented

Answer: D

Explanation:

It is a best practice to organize the WBS in a way that aligns with the project's deliverables and objectives. This allows for clear identification and tracking of what needs to be accomplished in order to successfully complete the project. Additionally, it helps ensure that all necessary tasks are captured, and that the team is focused on delivering what is expected by the stakeholders and customer.

QUESTION 7

In the past year, a company paid US\$60,000 to an external subcontractor for an ongoing project. The project manager has been asked to evaluate if the project can be delivered more cost effectively this year by using internal labor. The project manager used an optimistic term of 4 months, a pessimistic term of 6 months, and a most expected term of 5 months, and has concluded that the service can be delivered with the following resources:

- Two engineers (monthly salary of US\$700 each)
- One project manager (monthly salary of US\$1,600)
- Additional estimated monthly expenses of US\$2,000

The project manager used the program evaluation and review technique (PERT) to calculate the savings if the project is delivered with in-house resources.

How much money will the project manager estimate the company can save?

- A. US\$35,000
- B. US\$20,000
- C. US\$40,000
- D. US\$30,000

Answer: A

Explanation:

PERT formula is $(\text{Pessimistic value} + \text{Optimistic Value} + 4 * \text{Most likely}) / 6 = [4 + 6 + (4 * 5)] / 6 = 5$ Months . 5 months * total cost (1400+1600+2000) = 25000 is the actual cost. So, the savings will be $60000 - 25000 = 35000$.

QUESTION 8

In the middle of the execution phase for a big project, a new stakeholder who was unfamiliar with the project joined the board of directors and is influencing the decisions made in the project. This change is impacting the project's progress.

What should the project manager do first?

- A. Inform the client about the change.
- B. Update the risk register with a new risk.
- C. Present the project to the stakeholder.
- D. Revise the project schedule.

Answer: C

Explanation:

When a new stakeholder joins the board of directors and is impacting the project's progress, it's crucial for the project manager to ensure that the stakeholder is fully informed about the project,

its objectives, and its current status. By presenting the project to the stakeholder, the project manager can ensure that the stakeholder is aware of the project's goals, timelines, and deliverables, and that they understand the impact that their decisions may have on the project. This will help the project manager to manage the stakeholder's expectations and ensure that their influence on the project is aligned with the project's goals.

QUESTION 9

In a hybrid project, the customer has issued a contract that specifies the deliverables for each quarter. The customer wants to show their stakeholders a tangible outcome in the first quarter and wants to move the second milestone to the first quarter. The project manager explains to the customer that it is not feasible unless the requirements for the second milestone are changed. Which two actions should the project manager take? (Choose two.)

- A. Ask the customer for their priorities regarding the requirements for the second milestone.
- B. Escalate the issue to upper management to resolve the problem, and suggest a plan.
- C. Convince the customer to leave the second milestone in place and not change it.
- D. Tell the customer that moving the milestone has a very high impact on the cost of the project.
- E. Go back to the development team and discuss which second milestone requirements can be performed in the first quarter.

Answer: AE

Explanation:

The project manager should first ask the customer for their priorities regarding the requirements for the second milestone in order to understand the reasons behind the customer's request and how it aligns with their overall project goals. This can help the project manager to identify which requirements are most important to the customer and which ones can be delayed or modified. The project manager should also go back to the development team and discuss which second milestone requirements can be performed in the first quarter. The team may be able to identify which requirements can be accelerated or modified to meet the customer's desired outcome in the first quarter. This can help the project manager to develop a plan that meets the customer's needs while minimizing the impact on the overall project schedule and cost.

QUESTION 10

A project is in the start-up phase of the project life cycle. The project team consists of 20 people from five different countries. The project team is scheduled to have quarterly face-to-face meetings. However, due to unforeseen circumstances, no face-to-face meetings can occur. The project manager is concerned that the team may not be able to fulfill their individual roles without face-to-face meetings.

What should the project manager do in this situation?

- A. Utilize virtual teams for meetings and deliverables.
- B. Use the contingency reserve and subcontract the work.
- C. Review the risk register for this unforeseen circumstance.
- D. Ask for an extension of time on the project deliverables.

Answer: A

Explanation:

The project manager should first try to establish virtual teams for meetings and deliverables as an alternative to face-to-face meetings. This will ensure that the team can still communicate and collaborate effectively.

QUESTION 11

A project manager encounters a governance issue during the project execution phase. One of the team members complains about receiving assignments from multiple people and states they are not able to work effectively.

What should the project manager establish first in the project governance structure?

- A. Clear project work breakdown structure (WBS) and timeline
- B. Resource management and conflict resolution plan
- C. Risk management and issues resolution plan
- D. Clear responsible, accountable, consult, and inform (RACI) matrix

Answer: D

Explanation:

The project manager should first establish a clear RACI matrix in the project governance structure. The RACI matrix defines the roles and responsibilities of each team member, outlining who is responsible for making decisions, who is accountable for the outcomes, who should be consulted, and who should be informed. This will help to ensure that there is a clear understanding of who is responsible for assigning tasks and managing work assignments. This will help to prevent confusion and conflicts among team members, and ensure that the team is able to work effectively.

QUESTION 12

During the execution of a project, the finance team identified that they were not involved in building the business case for the project and will not approve the estimated return on investment (ROI).

What should the project manager do?

- A. Revisit the communications management plan and make necessary adjustments.
- B. Revisit the scope management plan and note this as a risk.
- C. Continue developing based on the project management plan and address the issue post delivery.
- D. Schedule a meeting with the product owner and finance team to agree on course corrections.

Answer: D

Explanation:

The business case is presented in the project charter. The communications plan is developed after the charter, so revisiting it won't have any impact on the root cause of this issue. You would want to meet with them and get their input, which is the root cause.

QUESTION 13

A transportation company is transforming its operational processes and the main system this company uses to move freight. The scope statement is in place. An iterative delivery approach has been agreed by all stakeholders.

What does the project manager need to do next to help the team understand the work that needs to be done?

- A. Create the requirements management plan to outline how project requirements will be collected, analyzed, and documented, and then assign requirements to team members.
- B. Work with the team to decompose the scope into a WBS and work packages in order to create required deliverables and timelines.
- C. Start working on the project management plan with work packages, a detailed schedule, and work assignments for team members.
- D. Work directly with stakeholders on the work breakdown structure (WBS) and assign tasks with a

required timeline for each team member to start the work.

Answer: B

Explanation:

Since the scope is available, decomposing the scope by working along with the team is the best way to help them understand their work.

QUESTION 14

A project for Company A was successfully delivered within scope, schedule, and budget by the end of the last iteration. However, during the project celebration ceremony, one of the business stakeholders says they perceive the project as a failure as it did not add any business value. What should the project manager have done to avoid this perception?

- A. Involved the business stakeholders in the sprint review
- B. Defined product backlog priorities with the sponsor and key stakeholders to deliver business benefits
- C. Implemented a closing survey for key stakeholders
- D. Confirmed that there is a communications management plan in place to make business stakeholders aware of the success

Answer: B

Explanation:

Defining product backlog priorities with the sponsor and key stakeholders to deliver business benefits is an important step to ensure that the project is aligned with the business's needs and objectives, and that it delivers the expected value.

QUESTION 15

A company is using a predictive approach for the development of a particular component as defined in the scope management plan. Due to regularly changing regulatory requirements, the development team has requested to utilize agile approaches. What should the project manager do about the development team's request?

- A. Escalate the request for additional financial resources
- B. Forward the request to the project management office (PMO) to amend the organizational process assets
- C. Ask the project sponsor to obtain approval for implementation of the new approach
- D. Analyze the requirements that will need to be addressed under the requested method

Answer: D

Explanation:

The project manager should analyze the requirements that will need to be addressed under the requested method, which is Agile approach, and evaluate the impact on the project schedule, cost and quality. This will help to understand how the change in approach will affect the project and the stakeholders. The project manager should also evaluate if the agile approach is the best fit for the project and the organization.

QUESTION 16

A company starts implementing Scrum. About halfway through the first sprint, communication issues develop. Some project team members are not in sync with other team members. What is the cause for this communication gap?

- A. The project sprint board has not been updated
- B. Daily standup meetings were not held or enforced
- C. The project status dashboard has not been updated
- D. The communications management plan has not been developed

Answer: B

Explanation:

In Scrum, a sprint is a time-boxed iteration of work during which a specific set of tasks is completed and delivered. During a sprint, daily standup meetings, also known as daily Scrums, are held to provide an opportunity for team members to communicate with each other and coordinate their work.

The purpose of daily standup meetings is to ensure that team members are aware of what each other is working on, identify any issues or obstacles that need to be addressed, and coordinate their efforts to ensure that the tasks for the sprint are completed on time. If daily standup meetings are not held or enforced, it can lead to a communication gap and a lack of coordination among team members, which can negatively impact the progress and success of the sprint.

QUESTION 17

A member of the board of directors is the sponsor of a project that is important to the organization. This stakeholder has many other priorities and is not currently engaged in the project activities.

How should the stakeholder be engaged in the project?

- A. Keep the stakeholder informed and consult with them based on their needs
- B. Involve the stakeholder in governance and decision making
- C. Consult with the stakeholder and increase their level of interest
- D. The stakeholder needs to be made aware of the project progress

Answer: A

Explanation:

Keep the stakeholder informed and consult with them based on their needs is the best approach. This will ensure that the stakeholder is kept up to date on the project's progress and can provide input or guidance when necessary. It is important to consult with the stakeholder to understand their needs and priorities and to align the project with those as much as possible.

QUESTION 18

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

(Choose two.)

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

Answer: CD

Explanation:

One of the comments below mentions that C is too obvious and is required for both virtual and non-virtual teams. Exactly, when you know it is a required step then why skip it? Before you even move on the option E, you first need to identify the what kind of resources or skills are required

for the project. Once you have identified the type and amount of resources needed only then you can start looking at the resources available and consulting the resource schedule to identify which resources are available through out the project.

QUESTION 19

A company has decided to implement a new archiving system. A data breach occurred during the implementation of the project.

What should the project manager do first?

- A. Implement the planned risk response to handle the issue
- B. Review possible alternative documentation methods with team
- C. Update the risk register with the risk and proposed impact
- D. Ask the team to fix the system to resolve the issue

Answer: A

Explanation:

You could ask the team to fix it first, however that might not be the FIRST thing you have to do. You may have to notify supervisors/security, notify customers, work with authorities of some kind, there's plenty of things that will likely be in the risk response before asking the team to fix it.

QUESTION 20

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

Answer: A

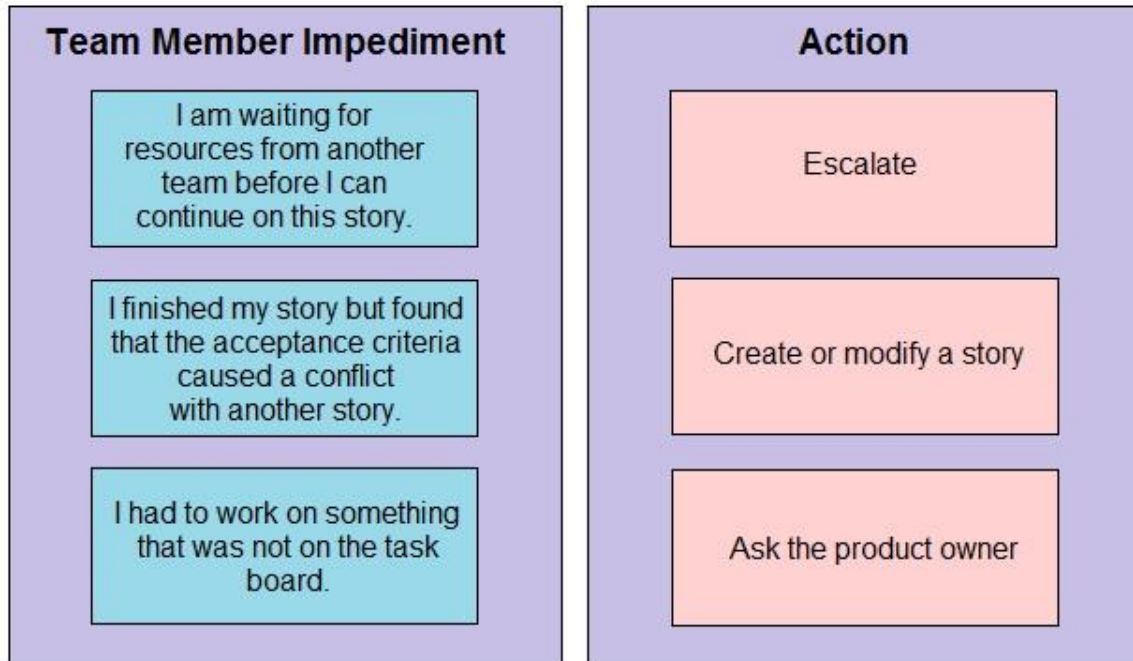
Explanation:

Rework only happens when you do not satisfy client needs and requirements. Since there are different interpretations of client's needs, it is best to meet with the client and clear it for once and all. This will remove the confusion all teams will work towards the same requirements/goals.

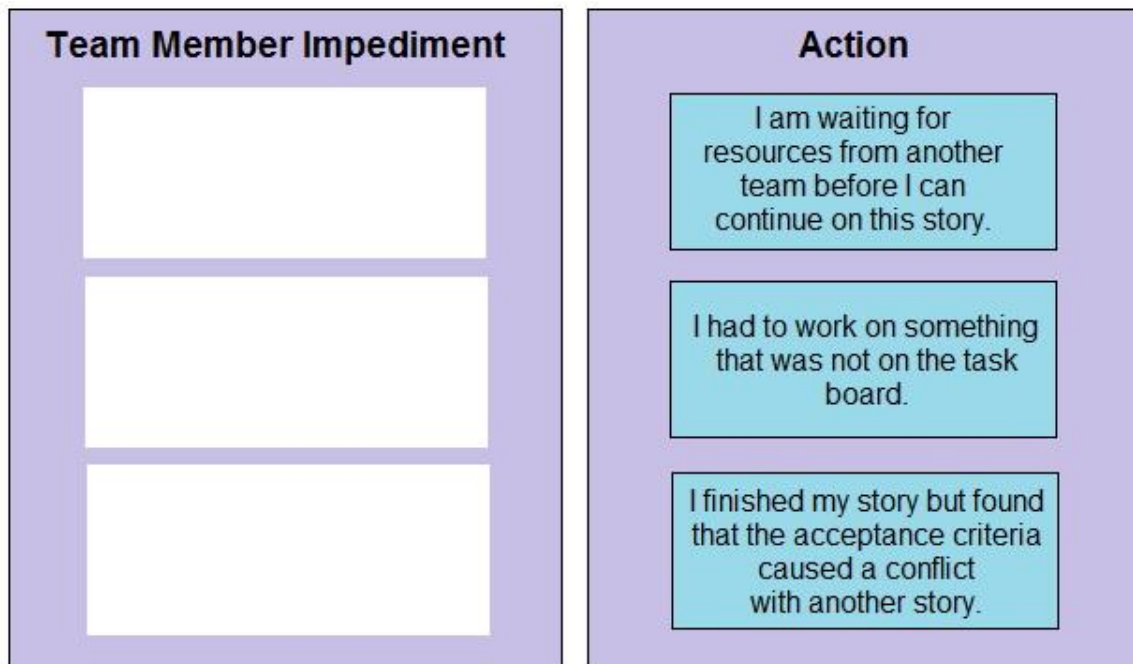
QUESTION 21

Drag and Drop Question

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 appropriate role on the right.



Answer:



QUESTION 22

Drag and Drop Question

The team has reported the following impediments at the daily standup meeting. Drag each impediment on the left to the action that the project manager needs to take 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

Answer:

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

QUESTION 23

A senior project manager is assigned to lead a team of project managers to run a large initiative. One of the key stakeholders often bypasses the senior project manager and gives instructions to the other project managers directly.

What should the senior project manager do?

- A. Tell the project managers to document the stakeholder's instructions.
- B. Evaluate the stakeholder analysis to identify the stakeholder's influence.
- C. Review the benefits realization plan with the sponsor and the stakeholder.
- D. Escalate to the project sponsors and the manager of this stakeholder.

Answer: B

QUESTION 24

Halfway through project execution, stakeholders ask for equipment that was expected to be procured. The project manager explains that the equipment was purchased, but differs from what the stakeholders are currently asking for. This is because the initial requirements were changed during a previous meeting.

What should the project manager have done to avoid this situation?

- A. Ensured project requirements were validated and communicated with the procurement team
- B. Ensured changing stakeholder needs and requests were properly monitored
- C. Ensured procurement contracts were able to be canceled when situations like this arise
- D. Ensured that communications were sent to all stakeholders when requirements change

Answer: D

QUESTION 25

A project manager noticed that a team member has been struggling with some tasks, which may ultimately impact the completion date. Team morale is low because they will not get the expected bonus if they do not finish on time.

What should the project manager do next?

- A. Update the project schedule and budget estimates.
- B. Ask the client to approve a delay in the project schedule.
- C. Acknowledge the team for their accomplishments, encourage them, and offer assistance to avoid future delays.
- D. Ask the human resources (HR) department to replace the team member and add an additional resource.

Answer: C

QUESTION 26

One of the key stakeholders on the project team reaches out with an additional requirement that may impact the overall schedule. A discussion with another stakeholder suggests that this might just be a small task.

What should the project manager do?

- A. Perform a qualitative risk analysis.
- B. Coordinate design document preparation.
- C. Request further clarification of the requirement.
- D. Manage the engagement of this stakeholder.

Answer: C

QUESTION 27

A project manager is in the middle of handling a major upgrade to an existing product. The project manager learns that the resources initially promised as part of the project are being moved to another priority project.

What should the project manager do?

- A. Perform an impact analysis to see the effect on the project
- B. Examine ways of modifying the scope of the project.
- C. Adopt a resource leveling procedure to level the resources
- D. Retrieve the documentation that shows the resource allocation

Answer: A

QUESTION 28

Company A has a culture of adhering to policies and procedures. A project manager is applying an agile approach to their in-house software development project, but even with training, they are

still unable to deliver efficiently.

What should the project manager do first to improve this situation?

- A. Empower and coach the team members to focus on project delivery results.
- B. Identify key team members who can influence others to contribute efficiently.
- C. Follow company procedures and retrain team members on the agile approach.
- D. Ask company management to delay the project and grant it additional time.

Answer: A

QUESTION 29

A project manager is using a hybrid approach for a project. The project team created and reviewed the risk log with the stakeholders at the beginning of the project. However, midway through the project, the project team and stakeholders became misaligned with the risks and mitigation strategies.

When should the risks be reviewed to ensure alignment between the project team and the stakeholders?

- A. During each steering committee meeting
- B. During the retrospectives
- C. During the risk register update
- D. During each iteration and review

Answer: D

QUESTION 30

A project is in the planning phase. The project manager notices that the available engineers do not have the required skills. Since outsourcing is not an option for this project, the project manager asks human resources (HR) to hire or assign engineers with the required skills. However, the company cannot afford this at the moment.

What should the project manager do first?

- A. Introduce a mentoring program to facilitate knowledge sharing.
- B. Change the scope to include only the work that the team is qualified to do.
- C. Add extra time for training during the course of the project.
- D. Use the management reserve to obtain the needed resources.

Answer: C

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