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Project Management Professional - PMP (PMBOK 6th Edition)

Question: 86

DRAG DROP

An agile team is geographically separated across multiple continents, and the project manager of identifying the tools to manage the communication among the virtual teams.

Drag the appropriate tool on the left to each project task on the right

Tool	Project Task
Online bulletin boards	Negotiation
Chat rooms	Routine information
Video conferencing	Project deliverables
Version control system	Team discussion

Answer:

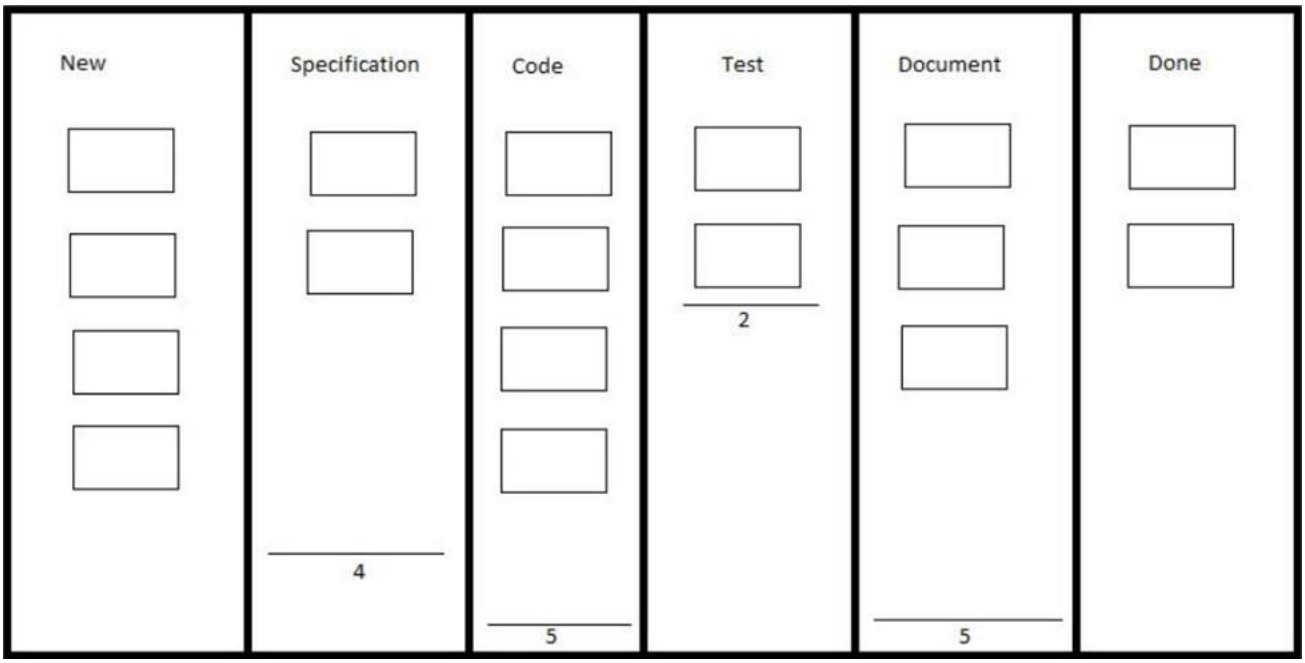
Tool	Project Task
Online bulletin boards	Video conferencing
Chat rooms	Online bulletin boards
Video conferencing	Version control system
Version control system	Chat rooms

Question: 87

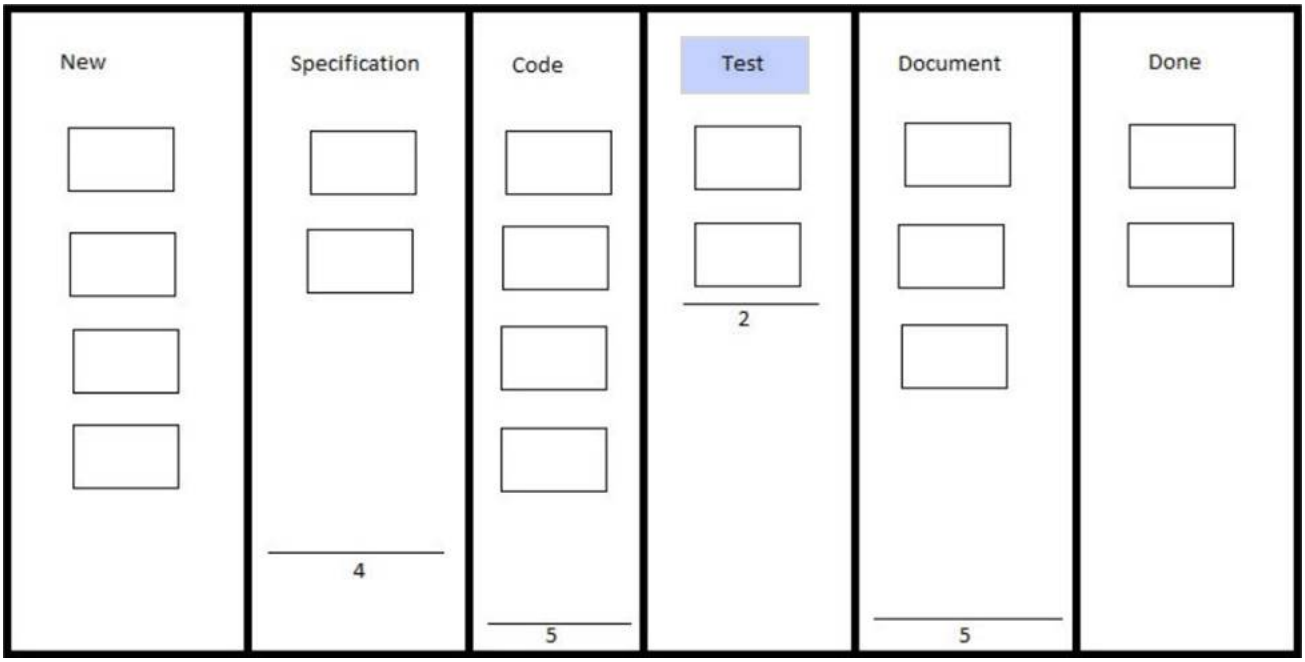
HOTSPOT

A project manager receives an update that the development flow is not going well. Some team members cannot start their work because the delivery is late. Looking at the Kanban board and the work in progress (WIP) lines, the project manager observes a bottleneck.

Click the title of the queue in the Kanban board below that requires additional resources to relieve the bottleneck



Answer:



Explanation:

Diagram, rectangle

Description automatically generated

Question: 88

A large project is affecting the neighborhood in which it is located. The neighbors are not satisfied with the project and their resistance to the project may affect the project deadline

What two actions should the project manager take’? (Choose two)
A. Send letters to the neighbors and ask them kindly not to disturb the project.
B. Set up a meeting with neighborhood representatives to win their cooperation
C. Analyze the situation and find out what is causing the neighborhood’s negative attitude.
D. Ask the customer to extend the project deadline to allow time for conflict resolution
E. Ask the mayor of the city to use their authority to stop neighborhood resistance

Answer: B,C

Question: 89

The project manager is reviewing the program risks and issues with key stakeholders One of the stakeholders wants to understand when the risk may potentially become an issue .

What artifact should the project manager share with the stakeholder?
A. Issue log
B. Project management plan
C. Risk management plan
D. Risk register

Answer: D

Question: 90

During the development of a product, the project manager observes conflicts between project stakeholders, resulting in deliverable and output approval delays On which area should the project manager focus?
A. Revisiting the project management plan to ensure deliverables are on time
B. Increasing the frequency of project update meetings to keep stakeholders informed
C. Revisiting the stakeholder engagement plan, focusing on specific overlooked stakeholders
D. Reviewing the business case and identifying gaps within scope

Answer: D

Question: 91

A research and development department is planning to develop a product that will introduce a new line of business for the organization.

What should the project manager do to increase the project’s chances of success?
A. Plan a working session focusing on the scope, vision, and mission of the initiative
B. Start developing the project management plan based on a previous project template from the project management office (PMO).
C. Conduct benchmarking to determine the business viability of the initiative
D. Conduct an impact analysis of the new initiative to determine how the project should be rolled out

Answer: A

Question: 92

A company's CEO has just returned from a conference on the use of artificial intelligence (Al) and would like the project manager to implement this technology in the organization.

What should the project manager do first?
A. Start developing a business case.
B. Start a strengths, weaknesses, opportunities and threats (SWOT).
C. Engage stakeholders and allocate resources
D. Gather requirements from stakeholders

Answer: A

Question: 93

After gathering all the requirements for a project with dependencies on external stakeholders, the project team is finishing the second iteration At this point, the project manager learns about a possible change in regulations that would prevent the product launch

What should the project manager do to realize benefits?
A. Add an entry in the risk log
B. Implement the changes
C. Review target benefits.
D. Improve the team's velocity

Answer: B

Question: 94

Some of the mote experienced members of a project team have complained about the project manager. The senior project team members feel that the project manager is micromanaging them and preventing them from completing their work.

What should the project manager do when made aware of these issues?
A. Ask for advice on how to be a better mentor to these team members.
B. Set up a team building event to bring synergy back to the project team.
C. Adjust the project manager's management style to better fit senior team members.
D. Meet daily with each senior team member to monitor project status

Answer: B

Question: 95

During the implementation of a project the project team discovered a new opportunity After an internal review the project team agreed that the opportunity is outside of the project scope. The project manager decided to update the risk register and escalate the opportunity to a higher level

What should the project manager do next with this opportunity?

A. Share this opportunity with another project
B. Establish a contingency reserve to support the opportunity
C. Further monitor the opportunity
D. No more action is required

Answer: B

Question: 96

While reviewing prototypes, the quality team found some deviations that do not affect the mam functionality but have the potential to be an issue in the future To avoid major problems in the future, the team recommends corrective actions that will require additional funds. The project is already struggling to stay on budget and has even used some of the contingency reserves

What should the project manager do?
A. Ask the product designer why the deviation was not considered in the design phase
B. Report to the project sponsor that the product is working and the project is struggling with the budget.
C. Evaluate and initiate the change request process with the stakeholders
D. Ask the quality team to discard the sample and test again with a new sample

Answer: C

Question: 97

A senior business stakeholder with many years of experience is pressuring an agile team to deliver most of the promised functionality to the customer 18 months in the future as opposed to multiple, incremental deliveries over the course of the 18 months.

What should the project lead do next?
A. Schedule meetings with the customer to determine their ability to support multiple incremental deliveries
B. Work with the agile team to schedule the incremental deliveries to enable delivery of business value sooner to the customer.
C. Work with the stakeholder to understand what the concerns are while at the same time conveying the benefits of incremental deliveries
D. Provide details of the concern to the agile team and adjust their goals and release plans to conform to the stakeholder’s request.

Answer: C

Question: 98

A project for a new product launch is in a very initial stage and the requirements are evolving Due to stiff competition in the market, the customer would like to launch the product keeping the scope flexible. The project team intends to start the work based on the forecast of a similar project delivered last year

Which project approach suits the scenario?
A. Execute it as a Scrum project
B. Execute it as a predictive project

C. Execute it using the same approach as the reference project
D. Execute it as a project with stage gates

Answer: A

Question: 99

A project manager realizes that a project is becoming delayed because some key decisions are affected by contradicting views between the organization's senior management and external stakeholders .

What should the project manager do?
A. Review the stakeholder register and ensure that communications are being followed in line with the communications management plan.
B. Isolate the project team from external factors such as senior management and stakeholders so that decisions can be made more quickly
C. Review the remaining scope and rebaseline the project's schedule to take into account delays in decision making
D. Review the adequacy of the project's governance and ensure that an appropriate structure is in place

Answer: A

SAMPLE QUESTIONS

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