

➤ **Vendor: PMI**

➤ **Exam Code: PMP**

➤ **Exam Name: PMP - Project Management Professional v6 (PMI-001)**

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QUESTION 110

A project manager meets with the team to revise the change management plan.

A new sponsor disagrees with the project manager's idea to extend documentation to cover any possible changes throughout the projects life cycle.

The sponsor believes that all changes are welcome and should be accepted using an agile mindset.

What should the project manager do?

- A. Allow the new sponsor to guide the team to achieve project objectives.
- B. Ask the new sponsor to formalize this with the management team and proceed with the planning session
- C. Emphasize that any project change is welcome, but ask the project team not to discuss the project management plan in detail
- D. Emphasize that any project change must be discussed and documentation updated

Answer: B

QUESTION 111

A low probability/high impact technical risk occurs.

What should the project manager do?

- A. Implement the mitigation plan outlined in the risk register.
- B. Submit a change request to adjust the cost and schedule baselines
- C. Conduct a risk review to evaluate its impact on project deliverables
- D. Consult the lessons learned repository for possible risk mitigation options

Answer: A

QUESTION 112

The risks for a projects construction activities were transferred to an insurance company.

A major risk occurs that damages the completed work.

What should the project manager do next?

- A. Inform the client that the project can no longer be completed
- B. Review the budget and use the management reserve to cover the cost of the damages
- C. Deduct the costs for repair from the client and inform the sponsor
- D. Notify any impacted parties and take necessary actions to receive compensation

Answer: D

QUESTION 113

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A project management has concluded the review and approval processes for a project's key deliverables. The project manager now needs to prepare a report on product quality and project performance for key stakeholders. What should the project manager use to prepare this?

- A. Quality inspection reports and the lessons learned repository
- B. Quality control measurements and work performance information
- C. Quality metrics and project deliverables
- D. Data analysis and work performance data

Answer: B

QUESTION 114

A member of senior management informs the project manager that some of the features they thought were going to be delivered were not included in the current iteration. What should the project manager do?

- A. Discuss the issue with the team, then advise the member of senior management on the status
- B. Tell the member of senior management that the features v/ill be included in the next iteration
- C. Invite the member of senior management to the next iteration review meeting
- D. Meet with the stakeholders that requested the features to ensure that they are still valid requirements

Answer: D

QUESTION 115

During a project's execution phase the customer insists on additions to product requirements. What should the project manager do first?

- A. Communicate the impact of the new additions to the customer
- B. Incorporate the additions into the schedule and submit a revised baseline to the customer
- C. Analyze the impact and submit a change request to the change control board (CCB)
- D. Determine if the additions can be accommodated within the current cost and schedule baseline

Answer: C

QUESTION 116

A project manager in a weak-matrix environment must coordinate across the organization. During the execution phase, the project manager needs critical information to address important issues to help the team remove obstacles. What skills should the project manager use?

- A. Conflict management
- B. Leadership
- C. Influencing
- D. Decision-making

Answer: C

QUESTION 117

A project team member decides that engaging the customer on some alternative designs is unnecessary if all functionalities are delivered. The entire team decides to only engage the technical department on the best product design.

After user acceptance testing, the customer complains about the selected design.

To ensure that the customer accepts the project deliverables what should the project manager do?

- A. Ensure that both the customer and technical team collaboratively select the new product design
- B. Update the issue log with the design issue and continue with project execution
- C. Communicate to the customer that the product design is determined by the technical team.
- D. Ask the customer to accept the project deliverables, as they meet all agreed-upon functional requirements

Answer: A

QUESTION 118

A project status report shows that the earned value (EV) is 24.5. the schedule performance index (SPI) is 0.92, and the cost performance index (CPI) is 1.08. In what area should the project manager implement corrective actions?

- A. Project schedule
- B. Stakeholder engagement
- C. Resource management
- D. Project cost

Answer: A

QUESTION 119

During a portfolio review meeting, a project manager teams that their project was cancelled. The project manager wants to inform stakeholders and team members about this
To what document should the project manager refer?

- A. Resource management plan
- B. Communications management plan
- C. Responsibility assignment matrix (RAM)
- D. Project mailing list

Answer: B

QUESTION 120

A project manager learns that the development team is constantly delaying deliverables.
Upon further inquiry the project manager discovers that some members of the development team are trainees with inadequate experience.
The development manager obtained prior information about the trainees, but failed to inform the project manager.
The first deadline for submission of the design has already passed
What should the project manager do?

- A. Request additional resources to complete the outstanding work
- B. Perform a qualitative risk analysis, and inform the client
- C. Schedule training for the inexperienced team members.
- D. Meet with the development manager to discuss the problem

Answer: A

QUESTION 121

The project charter for a new project is authorized, and the company's executives appoint a project manager. What should the project manager do first?

- A. Appoint and assign project team members.
- B. Define and prepare the project management plan.
- C. Define the project scope.
- D. Identify and report the high-level risks to the executives.

Answer: B

QUESTION 122

Midway through a project's execution phase, the client asks to add new product features. What should the project manager do first?

- A. Review the project scope with project team members and the client.
- B. Obtain scope-change approval from the change control board (CCB)
- C. Reject the request
- D. Assess the impact of the request on the overall project management plan

Answer: D

QUESTION 123

A project is experiencing issues that affect the project cost and schedule. What should the project manager use to resolve these issues?

- A. Market research
- B. Cause-and-effect analysis
- C. Earned value management (EVM)
- D. Schedule crashing

Answer: B

QUESTION 124

An international project team consists of local and overseas team members. The local team is responsible for integrating the project's work outputs. During the first integration phase, the need for a pre-validation of work outputs is identified, which will impact the project's cost and schedule. What should the project manager do next?

- A. Perform a root cause analysis of the work outputs
- B. Update the responsibility assignment matrix (RAM)
- C. Issue a change request to update the project management plan.
- D. Update the work breakdown structure (WBS) to include the pre-validation activities.

Answer: D

QUESTION 125

During a demonstration, the customer provides feedback and requests a new, urgent enhancement due to a regulation change. What should the agile project manager do next?

- A. Add the new requirement to the iteration backlog
- B. Discuss the new requirement during the retrospective
- C. Review the new requirement with the team, and ask them to start work on it
- D. Talk about the new requirement during the next iteration planning meeting

Answer: B

QUESTION 126

A large software development project, with high revenue and more than 50 people on the team is in the execution phase. The requirements have been collected, and the project team finished the first module in two months. The results were presented to the stakeholders and the team received approval. However the stakeholders informed the team that new requirements were not previously communicated.

What should the project manager have done during the execution phase to avoid this problem?

- A. Held brainstorming sessions to recollect the requirements in the scope management plan and execute all requirements together
- B. Talked to the sponsor and explain the situation to gain additional time to make modifications for the new stakeholder requirements
- C. Held status meetings and retrospectives to discover unexpected requirements and update the project management plan
- D. Created a stakeholder analysis to understand individual expectations to help plan the correct approach and compile all requirements at once

Answer: C

QUESTION 127

During a project's execution phase the customer insists on additions to product requirements. What should the project manager do first?

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- C. Analyze the impact and submit a change request to the change control board (CCB)
- D. Determine if the additions can be accommodated within the current cost and schedule baseline

Answer: C