

➤ **Vendor: PMI**

➤ **Exam Code: PMP**

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

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QUESTION 80

A project manager is working on a project involving stakeholders in multiple geographic locations. It soon becomes extremely difficult for everyone to be available for meetings at the same time.

What should the project manager do to make sure the project management plan is approved?

- A. Use expert judgment
- B. Share the plan electronically then follow up when needed
- C. Facilitate a brainstorming session with the project team
- D. Meet with the project sponsor to finalize the plan

Answer: B

QUESTION 81

As a project progresses the project manager notices that weekly project status meetings are no longer serving the purpose for which they were intended.

What should the project manager do to improve the meetings?

- A. Increase the number of meeting attendees, adhere to time limits, and prepare and distribute the meeting agenda stating objectives.
- B. Stay on topic, prepare and distribute the meeting agenda stating objectives, and create a comfortable atmosphere.
- C. Revise the frequency of the meetings, stay on topic, and adhere to time limits
- D. Invite appropriate participants adhere to time limits, change the meeting time, and agree to comfortable disagreements

Answer: B

QUESTION 82

The table lists project activities with activities A and H as start and end activities.

Activity	Duration	Dependency
A	2	-
B	3	A
C	4	A
D	4	B & C
E	5	B
F	3	C
G	2	D & F
H	2	E & G

What is the project's critical path?

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- A. A-C-D-G-H
- B. A-B-D-G-H
- C. A-C-F-G-H
- D. A-B-D-E-H

Answer: A

QUESTION 83

A project manager working on a complex system knows that the company spends 50 percent of its software costs on maintaining systems.

The project manager suggests to management that maintenance costs can be reduced if the organization were assessed using capability maturity model integration (CMMI).

What project management knowledge area will this assessment impact*?

- A. Project cost management
- B. Project integration management
- C. Project scope management
- D. Project quality management

Answer: A

QUESTION 84

A project manager meets with key stakeholders to set clear project expectations.

What tool or technique should the project manager use*?

- A. Product analysis
- B. Multicriteria decision analysis
- C. Facilitation
- D. Expert judgment

Answer: C

QUESTION 85

Upon completion of a new shopping mall the project manager needs to determine if the project meets the planned success criteria.

To what should the project manager refer?

- A. Project charter
- B. Benefits management plan
- C. Scope management plan
- D. Project management plan

Answer: A

QUESTION 86

A customer rejects a deliverable citing two specific nonconformance issues. What should the project manager do to resolve these issues?

- A. Send the nonconformance list to the implementation Team for modification.
- B. Adjust the requirements traceability matrix.
- C. Submit a change request to the change control board (CCB).
- D. Modify the baseline scope to include the nonconformance issues.

Answer: A

QUESTION 87

A change to a project's scope demotes was verbally approved by the client. However, these changes were formally recorded.

- A. Ask the client to issue a format change request to modify the scope
- B. Seek guidance from senior management
- C. Update the project management plan
- D. Advise team members to proceed with the work while client approval is pending.

Answer: A

QUESTION 88

After contact sign-off a project manager learns that the vendor has a reputation of not delivering according to the contract. To ensure the vendor's compliance, what should the project manager do?

- A. Cancel the current contract and select another vendor.
- B. Insist on a firm fixed price (FFP)
- C. Conduct a make-or-buy analysis to verify vendor reliability
- D. Perform periodic inspection of the vendor's work and progress

Answer: D

QUESTION 89

A few weeks after joining a multi-generational project team, the project manager notices that the team is beginning to have performance issues. A key subject matter expert (SME) who is also the oldest team member, is not getting along with the younger team members. What should the project manager do before the project gets behind schedule?

- A. Conduct a team-building session to demonstrate the value of all team member contributions, regardless of age or experience.
- B. Review resource assignments to ensure that resources are correctly assigned based on their experience.
- C. Personally speak with the SME to explain that everyone needs to work together, regardless of age.
- D. Ask the project sponsor to address the issue, noting the value of the SME in obtaining project results and meeting requirements

Answer: A

QUESTION 90

A project committee reviews bidder proposals. Each committee member provides insights into their respective business functional areas. What tool or technique is the committee utilizing?

- A. Expert judgment
- B. Source selection criteria
- C. Procurement negotiations
- D. Data analysis

Answer: B

QUESTION 91

A project manager preparing a project status update calculation that the cost performance index (CPI) is 1.1, and the schedule performance index (SPI) is 0.95. What is the project's status?

- A. Over budget and ahead of schedule

- B. Under budget and ahead of schedule
- C. Over budget and behind schedule
- D. Under budget and behind schedule

Answer: B

QUESTION 92

During a kick-off meeting a key stakeholder asks why one of their departments will not be considered during the project. What document should the project manager consult to answer this question?

- A. Scope management plan
- B. Requirements management plan
- C. Project organization chart
- D. Project scope statement

Answer: C

QUESTION 93

A project manager identifies a risk for a complex module in a project. Before executing work on this module, a technical specialist suggests adopting a proven technology rather than using a new, experimental technology. The project manager accepts this suggestion.

What risk response strategy did the project manager use?

- A. Share
- B. Avoid
- C. Mitigate
- D. Transfer

Answer: C

QUESTION 94

While reviewing project documents, a newly assigned project manager discovers that the project management plan is not yet complete. What document should the project manager review to understand the project's high-level requirements?

- A. Project scope statement
- B. Historical information
- C. Project charter
- D. Product definition

Answer: C