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Q&A

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Exam : PMP

Title : Project Management Professional

Version : DEMO

1.An organization is initiating a project that will be using new technology. The complexity of the project requires excellent technical skills. After reviewing the proposed project management plan, the project sponsor asks for options to reduce the labor cost without introducing risk to the project delivery.
What should the project manager do first?
A. Review the risk register and assign functional managers as resources.
B. Analyze the resource pool and assign internal resources who participated in past projects.
C. Perform an analysis of the key cost drivers and present alternatives.
D. Review the work breakdown structure (WBS) to ensure there are adequate resources.
Answer: C

2.A company is implementing a project with team members located in different countries and time zones. Individual performance is satisfactory, but the team's performance as a whole is low, especially in terms of group activities.
What should the project manager do?
A. Negotiate for new team members.
B. Review and update the communications management plan.
C. Review and reassign team assignments.
D. Facilitate communication and team building.
Answer: D

3.A project manager is using an agile approach. During the sprint planning meeting, the product owner flagged a backlog item as high business value and easy to implement. However, the other team members identified a high dependency between this item and another item that is flagged as low business value and high complexity.
What should the project manager do to support the backlog prioritization?
A. Prioritize the item flagged as high business value and low complexity for this sprint.
B. Support the team to move both items to the next sprint when the team will know more.
C. Facilitate the discussion until the team reaches an agreement about the two items.
D. Prioritize the item flagged as a dependency with low business value and high complexity.
Answer: C

4.Project stakeholders are engaged in a discussion on how to achieve the best user experience in the design of a new application. The agile team is divided on the approach. The conflict is more of a collective disagreement than an outright conflict.
What should the project manager do next?
A. Apply appropriate conflict resolution techniques to solve the issue.
B. Call a team meeting to have a formal discussion of the issue.
C. Allow the team to work through it on their own unless help is needed.
D. Engage in individual conversation with each team member.
Answer: A

5.A stressful situation has presented some challenges for the team. The project manager notices stress behavior in some of the team members, and it is beginning to spread across the group. The project manager needs to coach the team to change their mindset in order to be more efficient.

What should the project manager do?
A. Establish a productive environment where all team members can assist one another with the workload.
B. Create an environment of respect and fairness so the team can increase their project performance in stressful situations.
C. Meet with the team to discuss the correct, expected behavior in stressful situations and start practicing it.
D. Ensure that people care about each other and work effectively together through effective team management
Answer: B