



Free Questions for PMP

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## Question 1

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Question Type: MultipleChoice

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A project manager is leading a project that needs to be deployed quickly to the market. An influential stakeholder does not believe that the project management processes bring business value.

What can the project manager do to gain the support of the stakeholder?

Options:

- A- Ask the stakeholder for a meeting to review the project's charter and project management plan.
- B- Disregard the stakeholder's concerns and continue following the project management plan to execute the project.
- C- Hold a training workshop to educate the stakeholder about project management best practices.
- D- Clarify the project roles and responsibilities, and share the purpose to gain the stakeholder's buy-in.

Answer:

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D

Explanation:

To gain the support of an influential stakeholder who is skeptical about the value of project management processes, the project manager should clarify the project roles and responsibilities and share the purpose of the project management processes. This approach helps in aligning the stakeholder's understanding with the project objectives and demonstrates how the processes add value to the project's success. Engaging the stakeholder in this manner is more likely to result in their buy-in and support, as it addresses their concerns directly and shows a willingness to collaborate and communicate effectively12345.

## Question 2

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Question Type: MultipleChoice

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An integrated project involves the interaction of both hardware and software and the sponsor has approved the schedule management plan The project team evaluated the product's feasibility of

functionality and accelerated testing What should the project manager do as a servant leader?

### Options:

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- A- Support the team as necessary to find the minimum viable product (MVP).
- B- Amend the project budget to include MVP testing
- C- Submit a change request to the project sponsor for accelerated testing.
- D- Develop the product as per the schedule to perform integration and testing

### Answer:

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A



### Explanation:

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Servant leadership is a style of leadership that focuses on serving the needs and interests of the team members, rather than imposing authority or control over them. Servant leaders empower, coach, and facilitate their teams to achieve the project goals, while fostering a culture of trust, collaboration, and innovation. According to the Professional in Business Analysis Reference Materials<sup>1</sup>, servant leadership is one of the key competencies for project managers, especially in agile environments, where teams are expected to be self-organizing, adaptive, and customer-centric.

In this scenario, the project team evaluated the product's feasibility of functionality and accelerated testing, which implies that they are following an agile approach to deliver the product incrementally and iteratively, based on customer feedback and value. A minimum viable product (MVP) is a version of the product that has enough features to satisfy the customer's needs and provide feedback for future development. Finding the MVP is a common practice in agile projects, as it helps to reduce waste, optimize resources, and validate assumptions.

Therefore, the best option for the project manager as a servant leader is to support the team as necessary to find the MVP. This means that the project manager should:

Provide the team with the necessary tools, resources, and guidance to conduct the feasibility and testing activities.

Remove any impediments or obstacles that might hinder the team's progress or performance.

Encourage the team to collaborate and communicate effectively with each other and with the customer.

Facilitate the team's learning and improvement through feedback, reflection, and experimentation.

Recognize and appreciate the team's efforts and achievements.

By supporting the team as necessary to find the MVP, the project manager can demonstrate servant leadership, and help the team to deliver a valuable and quality product to the customer, while meeting the project constraints and expectations.

The other options are not the best choices, because:

Amend the project budget to include MVP testing: This option implies that the project manager is not following the approved schedule management plan, and is making changes to the project scope, cost, and baseline without proper justification or authorization. This could create confusion, conflict, or resistance among the project stakeholders, and jeopardize the project success. Moreover, this option does not reflect servant leadership, as it does not address the needs or interests of the team or the customer.

Submit a change request to the project sponsor for accelerated testing: This option implies that the project manager is not following the agile principles and practices, and is relying on a formal and bureaucratic process to manage changes in the project. This could slow down the project delivery, reduce the team's autonomy and flexibility, and undermine the customer's satisfaction and trust. Moreover, this option does not reflect servant leadership, as it does not empower or facilitate the team to find the MVP.

Develop the product as per the schedule to perform integration and testing: This option implies that the project manager is ignoring the team's evaluation and feedback, and is sticking to a rigid and predetermined plan to deliver the product. This could result in a product that does not meet the customer's needs or expectations, or that has unnecessary or unwanted features. Moreover, this option does not reflect servant leadership, as it does not support or involve the team in finding the MVP.

[Servant Leadership in Project Management.](#)

## Question 3

Question Type: MultipleChoice

A customer requests additional changes 1 day before the planned change date. How should the project manager respond to the change request?

### Options:

- A- Reject the changes as the lead time is too short.
- B- Determine whether the project team is capable of making the changes.
- C- Review the additional changes and perform integrated change control.
- D- Check if the changes are covered in the statement of work (SOW).

Answer:

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C

Explanation:

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According to the PMBOK Guide, the project manager should manage the project scope, including the planning, validation, and control of the scope. The project manager should also manage the project changes, including the initiation, evaluation, approval, and implementation of the changes. In this scenario, the project manager received a request to add additional changes 1 day before the planned change date. This is a potential change to the project scope that may also impact the project time, cost, quality, and other aspects. The best course of action is to review the additional changes and perform integrated change control. This can help the project manager to assess the feasibility and desirability of the change request, and to determine the appropriate response and approval. Reviewing the additional changes and performing integrated change control (option C) is the best solution to the issue, as it demonstrates proactive and effective project scope and change management. Rejecting the changes as the lead time is too short (option A) may not be feasible or ethical, as it may violate the customer's expectations and satisfaction, and may damage the trust and relationship with the customer. Determining whether the project team is capable of making the changes (option B) may not be sufficient or realistic, as it may ignore or overlook the impact and value of the change request, and may create a conflict or resentment among the project team. Checking if the changes are covered in the statement of work (SOW) (option D) may not be relevant or helpful, as it may not address the change request itself, nor does it account for the possible deviations or changes that may occur during the project execution.

Reference: : Project Management Institute. (2017). A Guide to the Project Management Body of Knowledge (PMBOK Guide) (6th ed.). Newtown Square, PA: Author1: Change Request - Project Management Knowledge2: Managing Change Requests in Project Management [Template]3: Which Project Documents Need A Change Request For Updates?4

## Question 4

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Question Type: MultipleChoice

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In an agile project, the team decided to have a rotating group of facilitators for the daily scrum. Overall, most of the facilitators have grown and done well in this role; however, a few of them tend to run inefficient daily scrums.

What should the project manager do next?

Options:

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- A- Retrain all team members on daily scrum facilitation to ensure there is consistency in the approach.
- B- Ask the facilitators who are doing well to continue and recommend that the others stop facilitating.
- C- Praise the team for self-organizing and growing, then work one-on-one with the facilitators, as needed.
- D- Return to using the scrum master as the facilitator for the daily scrums now that the trial period is over.

Answer:

C

Explanation:

Agile principles encourage teams to self-organize and continuously improve their processes. When some facilitators are not conducting efficient daily scrums, it is beneficial to acknowledge the team's overall growth and provide targeted support to those who need it. Working one-on-one allows for personalized coaching that can address specific challenges and improve facilitation skills. This approach fosters a positive environment where all team members can develop and contribute effectively<sup>1</sup>.

[Facilitation techniques and tips from Scrum.org](#)<sup>1</sup>.

[Professional in Business Analysis Reference Materials from PMI](#)<sup>2</sup>.

## Question 5

Question Type: MultipleChoice

A project team is in the planning stage and has prepared a list of activities and completed sequencing the activities. During a review, the team noted that there is a

dependency missing between:

- + Test the product
- + Release to customer

According to the quality management plan, the product must be tested before being released.

How should the project manager enter this dependency?

Options:

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- A- Finish to start
- B- Start to start
- C- Start to finish

Answer:

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A

Explanation:

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In project management, the Finish to Start (FS) dependency is the most common type of dependency. This is a mandatory dependency where one task must be finished before the next task can start. In the context of the question, the product must be tested (finish testing) before it can be released to the customer (start releasing). This aligns with the principles outlined in the PMBOK Guide, which specifies that certain tasks have logical relationships that dictate their order of execution<sup>12</sup>.

## Question 6

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Question Type: MultipleChoice

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Due to delays on some activities one of the project team members has increased the scope without any approval What should the project manager do next?

Options:

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- A- Remove the changes to match the original requirements.
- B- Add team members to the project to avoid more schedule delays.
- C- Evaluate the impacts of the changes that were made to the project
- D- Update project documentation with the new scope

Answer:

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C

Explanation:

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The project manager should evaluate the impacts of the changes that were made to the project

without any approval. This is because any change in the scope can affect the other project constraints, such as time, cost, quality, risk, and stakeholder satisfaction. The project manager should use the change management plan and the integrated change control process to assess the impacts of the changes, determine the appropriate actions, and obtain the necessary approvals. The project manager should also communicate with the project team member who made the changes and explain the importance of following the change control procedures. The project manager should not remove the changes without evaluating them, as they may have some value or benefit for the project. The project manager should not add team members to the project without analyzing the resource requirements and availability. The project manager should not update the project documentation with the new scope without validating and approving the changes. Reference: (Professional in Business Analysis Reference Materials source and documents)

PMBOK Guide, 6th edition, Section 4.6, pp. 129-131

PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline, Domain IV: Traceability and Monitoring, Task 3, p. 13

Business Analysis for Practitioners: A Practice Guide, Section 5.4.2, p. 118

## Question 7

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Question Type: MultipleChoice

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A project manager who is new to an organization observes that an approaching deadline is likely to be missed because there have been some delays on the project due to a lack of resources. What should the project manager do next?

Options:

- A- Review the milestone list to determine which tasks can be fast-tracked
- B- Review the risk management plan to identify the response strategy
- C- Escalate the issue to the sponsor and debrief them about the situation
- D- Organize a team meeting to discuss the next course of action

Answer:

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C

Explanation:

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According to the PMBOK Guide, 7th edition, one of the principles of project management is to



engage stakeholders proactively. This means that the project manager should communicate effectively with the project sponsor and other key stakeholders about the project status, issues, risks, and changes. When the project manager observes that the project is likely to miss a deadline due to a lack of resources, the best course of action is to escalate the issue to the sponsor and debrief them about the situation. This way, the project manager can seek the sponsor's support and guidance on how to resolve the resource problem and mitigate the impact on the project schedule. The sponsor may also have the authority and influence to allocate more resources or negotiate a revised deadline with the customer or other stakeholders. By escalating the issue to the sponsor, the project manager demonstrates transparency, accountability, and professionalism. Reference: PMBOK Guide, 7th edition, page 9, Principle 3: Engage Stakeholders Proactively; page 32, Section 2.3.2.1, Project Sponsor; page 36, Section 2.4.2.1, Project Manager.



## Question 8

Question Type: MultipleChoice

The project team is experiencing schedule delays due to issues arising with suppliers. Some of the tasks are on the critical path.

What should the project manager do in this situation?

### Options:

- A- Escalate the supplier-related issues to the sponsor for resolution.
- B- Review the work breakdown structure (WBS) with the suppliers.
- C- Review the critical path with the stakeholders to define next steps.
- D- Discuss the critical path issues with the purchasing department.

### Answer:

C

### Explanation:

When a project experiences schedule delays, especially with tasks on the critical path, it is crucial to review the critical path with stakeholders. This collaborative review helps in understanding the impact of the delays and in defining the next steps to mitigate the issues. The stakeholders, including the project team, suppliers, and sponsor, can provide valuable input and decision-making power to help navigate the issues<sup>1</sup>.

[PMBOK Guide -- Sixth Edition](#)2.

["19 Frequently Asked Questions on the Critical Path Method"](#) by Praveen Malik, PMP3.

["Exam PMP topic 1 question 321 discussion - ExamTopics"](#)1.

["Five Tips for Being Prepared for Supply Chain Disruption"](#) - PMI.org4.

## Question 9

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Question Type: MultipleChoice

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A team realizes that there is no access to data that the project depends on to complete the current iteration. This dependency was known; however, the team is unsure of the available options to remove this obstacle.

What should the project manager do next?

Options:

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- A- Guide the team to determine alternatives.
- B- Move the dependent task to the next iteration.
- C- Escalate the issue to the company's IT manager.
- D- Escalate the issue to the project sponsor.

Answer:

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A

Explanation:

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When a project team encounters a known dependency issue and lacks clarity on available options, the project manager should facilitate a collaborative problem-solving process to explore potential solutions. This approach aligns with the PMBOK Guide's emphasis on engaging the team in identifying alternatives and leveraging collective expertise to overcome project obstacles12. Reference: Managing Project Dependencies and Conflicts2; PMBOK Guide3.

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