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Question 1

Question Type: MultipleChoice

An agile team has sized all of the features for the release. Using the table above, how many sprints will it take to complete this release if the team is expecting to have a

velocity of 10 story points per sprint?

A) 1

Options:

B) 95

C) 6

D) 4

Answer:

B

Question 2

Question Type: MultipleChoice

According to this burnup chart for the last 7-day sprint, what should the project lead address with the product owner and team?

Options:

- A) The product owner should not ask the team to change their sprint commitments.
- B) The team is accepting too much work in the sprint after it has started.
- C) The team is not meeting the expectations of the product owner.
- D) The team should have stopped on day 4 and started a new sprint.

Answer:

B

Question 3

Question Type: MultipleChoice

What should the project manager have done differently?

Options:

- A) Invited the customer to the daily meetings
- A) Invited the customer to the daily meetings
- B) Helped the team redefine the MVP
- B) Helped the team redefine the MVP
- C) Changed the duration of iterations to deliver more value
- C) Changed the duration of iterations to deliver more value
- D) Validated the iteration goals with the customer
- D) Validated the iteration goals with the customer

Answer:

D, D

Question 4

Question Type: MultipleChoice

A project manager for a technologically complex engagement reviews the key project indicators with the main stakeholders on a regular basis. During one of the meetings,

the project sponsor explains that they are using the project manager's risk register as a way to communicate about the project at the executive level.

How should the project manager ensure that project risks are reported accurately in the risk register?

Options:

- A) Review the risks throughout project execution.
- A) Review the risks throughout project execution.
- B) Plan to update the risks at project closure.
- B) Plan to update the risks at project closure.
- C) Update the risks in the risk management plan.
- C) Update the risks in the risk management plan.
- D) List the project risks identified in the kick-off meeting.
- D) List the project risks identified in the kick-off meeting.

Answer:

A, A

Question 5

Question Type: MultipleChoice

A project manager is managing a very important business transformation project. The goal of the project is to extend a desktop application with a mobile application module.

The marketing department believes that a main competitor is working on a similar product.

Which delivery approach should the project manager use for this project?

Options:

- A) Traditional delivery, to ensure high quality and that the product meets market demands
- A) Traditional delivery, to ensure high quality and that the product meets market demands
- B) Extreme Programming (XP) delivery, to mitigate the high risk related to a new product
- B) Extreme Programming (XP) delivery, to mitigate the high risk related to a new product
- C) Iterative delivery, to ensure that user feedback is incorporated into the second iteration
- C) Iterative delivery, to ensure that user feedback is incorporated into the second iteration
- D) Incremental delivery, to ensure that mobile capability is released fast to the users
- D) Incremental delivery, to ensure that mobile capability is released fast to the users

Answer:

D, D

Question 6

Question Type: MultipleChoice

During the third iteration of a project, the product owner requests another mandatory feature. This also happened in the previous two sprints, which resulted in failure and

caused frustration within the team.

What should the project manager do next?

Options:

- A) Incorporate the changes in the last sprint before the first release.
- A) Incorporate the changes in the last sprint before the first release.
- B) Call for an internal meeting to discuss the changes and their value.
- B) Call for an internal meeting to discuss the changes and their value.
- C) Ask the product owner to prioritize the backlog with the project team.
- C) Ask the product owner to prioritize the backlog with the project team.
- D) Request the scrum team to prioritize the product backlog.

D) Request the scrum team to prioritize the product backlog.

Answer:

C, C

Question 7

Question Type: MultipleChoice

A project manager has been assigned a project to build a new solar farm that will provide clean energy to a new housing complex. The government has decided to reduce

the tax on renewable energy products starting 1 January. The supplier has reached out and stated that the order placed for solar panels to be delivered on 20 December

might be delayed until early January. On the other hand, the project will face similar constraints due to the December holidays.

What should the project manager do about this risk?

Options:

- A) Update the risk register and take advantage of the opportunity.
- A) Update the risk register and take advantage of the opportunity.
- B) Review the supplier's contract to understand the terms of sale.
- B) Review the supplier's contract to understand the terms of sale.
- C) Accept the risk and update the risk register.
- C) Accept the risk and update the risk register.
- D) Insist that the supplier deliver the goods on the agreed date.
- D) Insist that the supplier deliver the goods on the agreed date.

Answer:

B, B

Question 8

Question Type: MultipleChoice

A customer complains that the user stories released so far contain too much jargon and do not reflect the expectations of the product. What should the project manager do

next?

Options:

- A) Request approval from the company director to conduct training for the team.
- A) Request approval from the company director to conduct training for the team.
- B) Ask the senior developer to rewrite all the stories.
- B) Ask the senior developer to rewrite all the stories.
- C) Engage with the customer and rewrite all the stories.
- C) Engage with the customer and rewrite all the stories.
- D) Rewrite the stories to include the technical vision of the product.
- D) Rewrite the stories to include the technical vision of the product.

Answer:

C, C

Question 9

Question Type: MultipleChoice

A project manager is managing a few innovation projects with a high level of uncertainty. The project manager is experiencing challenges with the large number of change

requests issued due to the nature of the project.

What should the project manager do?

Options:

- A) Add a fixed number of change requests allowed by the client on the project baseline.
- A) Add a fixed number of change requests allowed by the client on the project baseline.
- B) Request sponsor approval for all change requests to reduce the number of changes.
- B) Request sponsor approval for all change requests to reduce the number of changes.
- C) Initiate the number of iterations to reduce the number of change requests.
- C) Initiate the number of iterations to reduce the number of change requests.
- D) Reduce the number of approvers required to implement a change request.
- D) Reduce the number of approvers required to implement a change request.

Answer:

C, C

Question 10

Question Type: MultipleChoice

A project manager is managing a large project. A stakeholder has just discovered a new risk that has not been identified in earlier stages.

What should the project manager do?

Options:

- A) Communicate the risk to the steering committee and request a mitigation plan from senior management.
- A) Communicate the risk to the steering committee and request a mitigation plan from senior management.
- B) Perform a risk analysis directly with the stakeholder who raised the risk and update the risk register.
- B) Perform a risk analysis directly with the stakeholder who raised the risk and update the risk register.
- C) Confirm to the stakeholder that the risk register has been completed and validated by all stakeholders.
- C) Confirm to the stakeholder that the risk register has been completed and validated by all stakeholders.
- D) Add the risk to the risk register and reevaluate the register with help from the project team and stakeholders.
- D) Add the risk to the risk register and reevaluate the register with help from the project team and stakeholders.

Answer:

D, D

Question 11

Question Type: MultipleChoice

A project manager has begun a complex oil refinery project. Although the project is in the initiation phase, the sponsor keeps asking for concrete dates for the most

important project milestones.

When will the project manager be able to provide the requested information?

Options:

- A) During the planning phase, when processes for scope definition and activity duration and sequencing will be performed
- A) During the planning phase, when processes for scope definition and activity duration and sequencing will be performed
- B) As soon as possible, as project delays can be significantly avoided when a schedule is developed early
- B) As soon as possible, as project delays can be significantly avoided when a schedule is developed early
- C) Close to the end of the project, as the forecasts will be more accurate and most risks will already be mitigated
- C) Close to the end of the project, as the forecasts will be more accurate and most risks will already be mitigated
- D) In the initiation process, as it happens concurrently with the project contract and project charter creation

D) In the initiation process, as it happens concurrently with the project contract and project charter creation

Answer:

A, A

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