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# Question 1

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**Question Type:** MultipleChoice

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A project manager is building a team to work on a service integration project that will transition technology management services from company A to company B. The project team will consist of members from both companies. Prospective team members for the project are located all over the world, have different types of technology backgrounds, and use different approaches for work.

How should the project manager build a cohesive, high-performing team?

## Options:

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- A- Organize the team members into several kick-off sessions based on technology type.
- B- Review the list of team members' skills and understand how they will work together to deliver the project outcomes.
- C- Ask the human resources (HR) department to arrange interview meetings to select the team.
- D- Ask prospective team members to write a short biography explaining how they can contribute to the team's success.

## Answer:

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B

## Explanation:

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The project manager should review the list of team members' skills and understand how they will work together to deliver the project outcomes to build a cohesive, high-performing team. According to the PMBOK Guide, a high-performing team is a team that exhibits a high level of collaboration, trust, commitment, and performance<sup>1</sup>. To build a high-performing team, the project manager should apply team development techniques that enhance the team's ability to work effectively and efficiently<sup>1</sup>. One of the team development techniques is skill assessment, which involves identifying and evaluating the skills and competencies of the team members, and aligning them with the project objectives and requirements<sup>1</sup>. By reviewing the list of team members' skills, the project manager can understand the strengths and weaknesses of the team, and determine the best way to assign roles and responsibilities. The project manager can also identify any skill gaps or overlaps that may affect the team performance, and plan for training or coaching to address them. Additionally, by understanding how the team members will work together, the project manager can facilitate communication and collaboration among the team members and other stakeholders, and foster a positive team culture that supports the project goals. This way, the project manager can build a cohesive, high-performing team that can deliver the project outcomes. The other options are not the best ways to build a cohesive, high-performing team, as they do not address the need to assess and align the team skills and competencies.

Organizing the team members into several kick-off sessions based on technology type is a possible action that the project manager can take, but it is not the main activity that the project manager should do to build a cohesive, high-performing team. Kick-off sessions are meetings that introduce the project and the team to the team members and other stakeholders, and establish the project vision, scope, and expectations<sup>1</sup>. While kick-off sessions can help the team members get to know each other and the project, they do not necessarily help the project manager to review and evaluate the team skills and competencies, and align them with the project objectives and requirements. Moreover, organizing the team members into several kick-off sessions based on technology type may create silos and barriers among the team members, and reduce the team cohesion and collaboration.

Asking the human resources (HR) department to arrange interview meetings to select the team is a wrong way to build a cohesive, high-performing team, as it delegates the responsibility of the project manager to the HR department, and ignores the input and involvement of the team members and other stakeholders. The project manager is the person who is accountable for the team performance and

satisfaction, and who has the best knowledge and understanding of the project objectives and requirements<sup>1</sup>. Therefore, the project manager should take the lead in selecting and developing the team, and consult and collaborate with the team members and other stakeholders to ensure the team is aligned and engaged with the project goals.

Asking prospective team members to write a short biography explaining how they can contribute to the team's success is an unnecessary and ineffective activity that does not help the project manager to build a cohesive, high-performing team. Writing a short biography is a one-way and subjectiveway of presenting the team members' skills and competencies, and it does not provide the project manager with a comprehensive and objective assessment of the team skills and competencies. Furthermore, writing a short biography does not help the project manager to understand how the team members will work together, and facilitate communication and collaboration among the team members and other stakeholders.

## Question 2

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**Question Type:** MultipleChoice

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

**Options:**

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- 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 3

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**Question Type: MultipleChoice**

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A business transformation project has a four-phase delivery plan. The project team has successfully delivered one phase of the project. To further enhance team performance and empower team members, which two actions should the project manager take? (Choose 2)

### Options:

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- A- Encourage team members to cross-check decisions with the project manager.
- B- Support team members to make decisions in their areas of strength.
- C- Allow team members to make limited decisions.
- D- Vet all of the decisions before execution.
- E- Organize and assign team members to tasks where they have strengths.

## Answer:

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B, E

## Explanation:

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According to the PMBOK Guide, a project manager should empower team members and stakeholders to enhance their engagement, commitment, and performance on the project<sup>1</sup>. Empowerment means giving team members and stakeholders the authority, autonomy, and resources to make decisions and take actions that are aligned with the project objectives and scope<sup>2</sup>. Empowerment also means supporting team members and stakeholders to develop their skills, knowledge, and confidence to perform their roles and responsibilities effectively<sup>3</sup>.

In this scenario, the project manager is managing a business transformation project that has a four-phase delivery plan. The project team has successfully delivered one phase of the project. To further enhance team performance and empower team members, the project manager should take the following two actions:

Support team members to make decisions in their areas of strength. This means encouraging team members to use their expertise, experience, and judgment to make informed and appropriate decisions that will benefit the project. This also means trusting team members to handle the consequences and risks of their decisions, and providing them with feedback and recognition for their achievements. Supporting team members to make decisions in their areas of strength can increase their motivation, ownership, and accountability for the project outcomes<sup>4</sup>.

Organize and assign team members to tasks where they have strengths. This means identifying and leveraging the strengths, talents, and preferences of each team member, and assigning them to tasks that match their capabilities and interests. This also means providing team members with opportunities to learn, grow, and excel in their areas of strength, and helping them overcome their weaknesses and challenges. Organizing and assigning team members to tasks where they have strengths can enhance their

productivity, quality, and satisfaction on the project5.

The project manager should not encourage team members to cross-check decisions with the project manager, as this may undermine their empowerment and confidence. The project manager should not allow team members to make limited decisions, as this may restrict their creativity and innovation. The project manager should not vet all of the decisions before execution, as this may create bottlenecks and delays in the project.

## Question 4

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**Question Type: MultipleChoice**

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From previous lessons learned working with a client, a project manager notes that the client's turn-around times on documents sent for approval were very slow and well outside of the agreed timelines. At the initial kick-off meeting with the same client, how should the project manager approach this issue for the new project?

### Options:

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- A-** Inform the client that extra resources will be added to give the client more time for reviews.
- B-** Update the project risk register with the potential for delays.



- C- Work with the client on an acceptable amount of time for document approval.
- D- Inform the client of their responsibility in relation to document approval.

**Answer:**

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C

**Explanation:**

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According to the PMBOK Guide, the project manager should manage the stakeholder expectations and engagement throughout the project lifecycle. This includes identifying the stakeholder needs and requirements, communicating with them effectively, and resolving any issues or conflicts that may arise. In this case, the project manager has learned from previous experience that the client's turn-around times on documents sent for approval were very slow and well outside of the agreed timelines. This could affect the project schedule, scope, quality, and cost. Therefore, the project manager should work with the client on an acceptable amount of time for document approval, and establish clear and realistic expectations and criteria for the approval process. This way, the project manager can avoid or minimize the potential delays and ensure the project deliverables meet the customer satisfaction. Informing the client that extra resources will be added, updating the project risk register, or informing the client of their responsibility are not effective ways to approach this issue, as they do not address the root cause of the problem or foster a collaborative relationship with the client. Reference: PMBOK Guide, 7th edition, pages 23, 24, 25, 26, 27, 28, 29, 30, 31, 32, 33, 34, and 35. PMP Question 351.

## Question 5

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**Question Type: MultipleChoice**

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By the end of the first sprint, a project lead notices that one of the team members is not performing very well. Which form of communication should the

project lead use to handle the situation?

**Options:**

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- A-** Informal written communication, such as a friendly reminder
- B-** Formal verbal communication, such as a conversation at the end of the sprint retrospective
- C-** Formal written communication, such as an email with a copy sent to the manager
- D-** Informal verbal communication, such as a conversation

**Answer:**

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D

**Explanation:**

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: According to the PMBOK Guide, 6th edition, page 368, communication can be classified into formal and informal, written and verbal, and vertical and horizontal, depending on the context, purpose, and audience of the message. Informal verbal communication, such as a

conversation, is a type of communication that is spontaneous, casual, and flexible, and that can be used to exchange information, ideas, opinions, or feedback in a timely and direct manner. Informal verbal communication is suitable for handling a situation where a team member is not performing very well, as it can allow the project lead to express concern, empathy, and support, as well as to identify the root causes of the poor performance, and to explore possible solutions or improvements. Informal verbal communication can also help to maintain a positive and trusting relationship between the project lead and the team member, and to avoid any misunderstanding, resentment, or demotivation that may arise from more formal or written communication. Reference:

PMBOK Guide, 6th edition, page 368

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## Question 6

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**Question Type:** MultipleChoice

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A project is nearing completion. The contingency time has been consumed. To ensure that the final deliverables are achieved on time and within budget, the

project manager has asked the team to follow a rigorous process. This is causing some resistance among the team members.

What should the project manager do to address the growing resistance?

### Options:

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- A- Describe to the team members how specific tools and techniques can be used to finish on time.
- B- Convince team members to use a specific methodology to complete the project on time.
- C- Motivate project team members by offering incentives to complete the project on time.
- D- Crash the project schedule and ask project team members to work overtime to meet the new timeline.

### Answer:

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A

### Explanation:

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The project manager should describe to the team members how specific tools and techniques can be used to finish the project on time and within budget. This will help the project manager to communicate the rationale and benefits of following a rigorous process, and to address any concerns or questions that the team members may have. The project manager should also acknowledge the team members' efforts and contributions, and provide them with the necessary support and guidance. The other options are not effective or appropriate, as they may create more resistance, distrust, or dissatisfaction among the team members, or compromise the project quality or scope. Reference: PMBOK Guide, 7th edition, page 76, 78, 118-119.

## Question 7

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**Question Type: MultipleChoice**

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A company just started managing a project using an agile approach. Due to this change, the general manager is worried about the scope definition process for upcoming projects.

What should the project manager do to ensure the project scope is completely defined?

**Options:**

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- A-** Ask for a budget increase to implement a double-check process to ensure every business need is included in the requirements.
- B-** Help sponsors and stakeholders craft the product vision, and bring the team and product owner together to clarify expectations.
- C-** Ask the general manager to review every requirement to ensure all projects will deliver the requested products.
- D-** Meet with the general manager and convince them to return to using predictive approaches to avoid any risk.

**Answer:**

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B

**Explanation:**

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The project manager should help the sponsors and stakeholders create a clear and shared product vision that describes the purpose, features, and benefits of the product. The product vision guides the project scope and provides a common understanding of what the

project aims to deliver. The project manager should also facilitate collaboration and communication between the team and the product owner, who is responsible for defining and prioritizing the product requirements. The team and the product owner should work together to refine and validate the requirements throughout the project, using feedback loops and iterative delivery. This way, the project scope is continuously aligned with the customer needs and expectations, and any changes or uncertainties are managed effectively. Reference: (Project Management Professional (PMP) Reference Materials source and documents)

[A Guide to the Project Management Body of Knowledge \(PMBOK Guide\) -- Seventh Edition, Chapter 2: Value Delivery System, Section 2.3.1: Agile Principles and Values](#)

[Agile Practice Guide, Chapter 3: Life Cycle Selection, Section 3.1: Introduction to Life Cycles](#)

[PMP Exam Content Outline], Domain II: Process, Task 2: Determine project scope.

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