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Project Management Professional (2024 Version)

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Question: 1

During project execution, one of the project tasks is to create an important document for a service vendor. The project manager assigns a senior engineer to clearly detail the service instructions to avoid any redo loops. Two days after the service information document was sent, the service vendor has doubts and needs more clarity on the task. This redo loop will probably cause a delay of one or more days.

What should the project manager do next?

- A. Document the task on the kanban board and make it the highest priority.
- B. Escalate the issue to the engineer's functional manager.
- C. Discuss the issue with the engineer and determine how to prevent another problem.
- D. Assign another engineer to the task due to the urgency.

Answer: C

Explanation:

According to the PMBOK Guide, the project manager is responsible for managing communications among project stakeholders, ensuring that information needs are met, and addressing issues that may arise during project execution. One of the tools and techniques for managing communications is feedback, which involves providing constructive and timely responses to queries and concerns from stakeholders. Feedback can help improve the quality and clarity of communications, as well as identify and resolve misunderstandings or conflicts. In this scenario, the project manager should discuss the issue with the engineer and determine how to prevent another problem by providing feedback on the service information document and clarifying any doubts or ambiguities that the service vendor may have. This can help avoid further delays and rework, and improve the relationship with the service vendor.

Documenting the task on the kanban board, escalating the issue to the engineer's functional manager, or assigning another engineer to the task are not the best options, as they do not address the root cause of the communication problem or help improve the quality of the deliverable. Reference: PMBOK Guide, 7th edition, pages 211-212, 10.3 Monitor Communications.

Question: 2

A third-party supplier demands payment for the services provided for a project. The agreement was that payment would be made after the organization receives payment from the client. The third-party supplier lacks the capital to meet their payroll and has informed the project manager that if they do not receive payment quickly, they will withdraw team members from the project.

What should the project manager do?

- A. Reassign resources from other projects to pay the third-party supplier.

- B. Explain the third-party supplier situation to the client and request payment.
- C. Process a bank loan to pay the payroll of the third-party supplier.
- D. Inform the client that the project must be delayed until payment is received.

Answer: B

Explanation:

: The project manager should communicate the issue with the client and try to negotiate a solution that satisfies both parties. The project manager should not take any action that would jeopardize the project scope, schedule, budget, or quality, such as reassigning resources, processing a loan, or delaying the project. The project manager should also maintain a good relationship with the third-party supplier and avoid any breach of contract. Reference: PMBOK Guide, 6th edition, page 374, Top 60+ PMP Exam Questions and Answers for 2023 - KnowledgeHut

Question: 3

Organizational downsizing has resulted in the key subject matter expert (SME) resource leaving a multiyear project. What should the project manager do?

- A. Update the stakeholder register.
- B. Consult the project sponsor.
- C. Refer to the resource management plan.
- D. Modify the statement of work (SOW).

Answer: C

Explanation:

According to the web search results, a subject matter expert (SME) is a professional with in-depth knowledge of a specific subject or area¹. They collaborate with project managers, teams and stakeholders to provide technical expertise and input in their area¹. When an SME leaves a project, it can have a significant impact on the project's quality, scope, schedule and budget².

One of the possible actions that a project manager can take when an SME leaves a project is to refer to the resource management plan³. The resource management plan is a component of the project management plan that describes how project resources are acquired, allocated, managed and released⁴. It may also include a contingency plan for dealing with resource changes or risks⁴. By referring to the resource management plan, the project manager can identify the best way to replace the SME or adjust the project accordingly³.

Another possible action that a project manager can take when an SME leaves a project is to consult the project sponsor. The project sponsor is a person or group who provides resources and support for the project and is accountable for enabling success⁴. The project sponsor can help the project manager to secure a new SME, approve changes to the project scope or budget, or resolve any issues or conflicts that may arise due to the SME's departure.

The other two options, updating the stakeholder register and modifying the statement of work (SOW), may not be the best actions to take when an SME leaves a project. The stakeholder register is a project document that identifies the people, groups or organizations that have an interest in or may affect or be

affected by the project⁴. The statement of work (SOW) is a narrative description of the products, services or results to be delivered by the project⁴. Updating the stakeholder register or modifying the SOW may not be necessary or appropriate unless the project scope, objectives or deliverables have changed significantly due to the SME's departure.

Therefore, based on the web search results, the most likely answer to the question is either C or B, but you will have to verify the answer yourself using the official sources.

Reference: 2: Employment Downsizing and its Alternatives - SHRM 1: SMEs in Project Management: Definition and Importance | Indeed.com 3: The Subject Matter Expert (A Misunderstood Product Owner Stance) 4: A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Sixth Edition : Why And How You Should Develop In-House Subject Matter Experts ... - Forbes : Project Management Professional (PMP)® Examination Content Outline

Question: 4

A bank wants to initiate a new service for its customers that will also increase revenue. This service must comply with strict cyber regulation guidelines. Halfway through the project life cycle, the cyber regulations change, which has a large impact on the project.

What type of status report should the project leader present to the stakeholders?

- A. A report that includes a detailed risk mitigation plan and action items for complying with changes
- B. A report that is concise and simple, and that clearly states the impact the changes will have
- C. A report containing statistics, detailed tasks to be done, and an explanation of the impact of the changes
- D. A report including the change control process for the requested changes and the updated risk register

Answer: D

Explanation:

In the context of the Project Management Professional (PMP) certification and the guidelines provided by the PMBOK® Guide, the appropriate response when a project faces significant changes, such as a change in cyber regulation guidelines, is to follow a structured change control process. This process should be clearly communicated to the stakeholders. In this scenario, the project leader should present a report that includes the change control process for the newly introduced changes and an updated risk register.

The report needs to detail how the changes will be integrated into the project plan and how they will affect the project's scope, time, cost, and quality. The updated risk register is crucial as it will reflect the new risks or modifications to existing risks brought about by the regulatory changes. This approach ensures that all stakeholders are informed about how the project will adapt to the new requirements and the steps that will be taken to mitigate any risks associated with these changes.

Reference: Project Management Institute. (2021). A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition and other materials provided by PMI for PMP certification.

Question: 5

A team lead for a project that is currently in execution with multiple delivery teams is issuing status updates. This communication was not discussed with the project manager, and the project stakeholders are concerned about nonalignment since other teams are not providing these updates. What should the project manager do?

- A. Instruct the team lead to stop sending the update report.
- B. Examine the project reporting requirements with the stakeholders.
- C. Discuss with the team lead to understand the reason for the report.
- D. Tell the other team leads to provide similar update reports.

Answer: C

Explanation:

According to the PMBOK® Guide, project communication management involves the processes of planning, managing, and monitoring project communications. The project manager is responsible for ensuring that the communication needs of the project stakeholders are met and that the information is timely, clear, and consistent. One of the tools and techniques for managing communications is communication skills, which include active listening, feedback, and conflict resolution. The project manager should use these skills to discuss with the team lead the reason for issuing the status updates, and to understand the expectations and concerns of the stakeholders. This will help the project manager to align the communication activities with the project objectives and to avoid confusion or misunderstanding among the project team and stakeholders. Reference:

PMBOK® Guide, Sixth Edition, Chapter 10: Project Communication Management, pp. 361-395.

PMP Exam Prep Coursebook, Chapter 10: Project Communication Management, pp. 10-1 - 10-14.

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