

## PMP<sup>Q&As</sup>

Project Management Professional - 2023 New Version

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**QUESTION 1**

A large corporation is transforming itself from a predictive to agile approach. A project team with knowledge of agile practices is experiencing significant conflicts with the executives regarding the processes to be followed. How should these conflicts be resolved?

- A. Include the executives in team retrospectives
- B. Train the executives on agile practices
- C. Negotiate with the executives and agree on a process.
- D. Request that the executives use agile practices

Correct Answer: D

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**QUESTION 2**

A project manager has been asked to lead a project. The performing organization does not have a project management office (PMO) or formal governance policies, procedures, and guidelines for this type of project. What should the project manager do first to determine a governance approach for the project?

- A. Consult a subject matter expert (SME) as to the best governance policies, procedures, and guidelines to be used by the project
- B. Consult with team members and stakeholders to determine whether the organization has any informal governance policies, procedures, and guidelines
- C. Choose either a predictive or agile framework best suited to the nature of the project, and use this framework as the basis for project governance policies, procedures, and guidelines
- D. Coach the self-managing team to produce tailored governance policies, procedures and guidelines for the project

Correct Answer: D

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**QUESTION 3**

During the course of the project, several obstacles are identified that are preventing the project from moving forward. What should the project manager do to remove the obstacles?

- A. Have the project team work on other activities
- B. Implement plans to remove the obstacles
- C. Escalate to the project steering committee
- D. Prioritize the obstacles for resolution

Correct Answer: D

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#### QUESTION 4

When trying to track project benefits, a project manager realizes that some key performance indicators (KPIs) are not yet defined. What should the project manager do?

- A. Forward the issue to the benefit owner and ask them to collect the missing data and build the KPIs.
- B. Coordinate with the benefit owner to track and collect the missing data and build the KPIs.
- C. Work with the business analysts to track and collect the missing data and build the KPIs.
- D. Ask the program manager to track and collect the missing data and work to build the KPIs.

Correct Answer: B

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#### QUESTION 5

A product owner has an idea for a new product but is struggling to define the features because they are not certain of the perceived business value for each feature. What should the project manager have the delivery team do to address this issue?

- A. Assess the product roadmap to see if there is another product that is more suitable for the build.
- B. Develop a minimum viable product (MVP) for assessment from a select customer group.
- C. Commission a business analyst to research similar competitor products.
- D. Complete a work breakdown structure (WBS) to assess the cost of each feature

Correct Answer: B

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