

# DUMPS ARENA

## Project Management Professional (2025 Version)

PMI PMP

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## Topic Break Down

Topic	No. of Questions
Topic 1, Exam Set A	177
Topic 2, Exam Set B	203
Topic 3, Exam Set C	190
<b>Total</b>	<b>570</b>

**QUESTION NO: 1**

A project manager is scheduled to meet with a client for their weekly risk management meeting. The project manager observed that one of the tasks which had external dependencies is delayed by one week. The project manager knows this will have an impact but does not know the exact details.

What two things should the project manager do? (Choose two)

- A. Discuss the issue with the external supplier's authority.
- B. Review the lessons learned from similar past projects.
- C. Gather additional information and estimate the impact.
- D. Update the risk log and bring this up in the meeting with the client.
- E. Wait for the client to raise a concern and collect more information.

**ANSWER: C D****QUESTION NO: 2**

A project manager was recently assigned to a banking IT project. The project team has been developing products using a predictive approach for more than 10 years, but management wants the team to change to an agile approach. The project manager met with the team to introduce the agile approach. Most of the team members complained about changing approaches because the performance of this team has always been above average among the IT teams in the bank.

Which two actions should the project manager take? (Choose two)

- A. Interview the most resistant team members to persuade them to try to accept an agile approach.
- B. Conduct training sessions with the team so that the team can understand what the agile approach and mindset are.
- C. Ask the team to identify the product backlog and create a kanban board for the team to manage and follow the approach.
- D. Meet with management to explain the team's resistance to the agile approach and request that they formally ask the team to implement agile.
- E. Brainstorm with the team to understand the specifics of the team's project and to identify possible alternative approaches for the team.

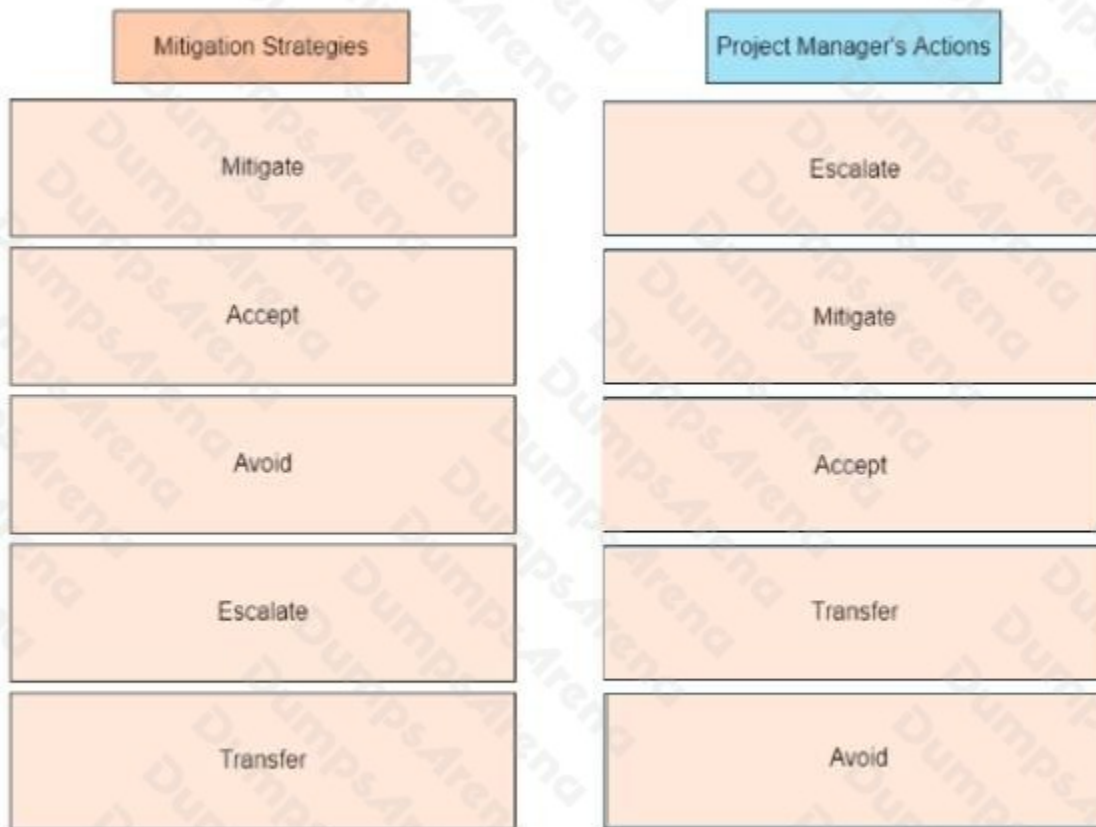
**ANSWER: B E****QUESTION NO: 3 - (DRAG DROP)**

An experienced project manager is overseeing a merger and acquisition project. The project manager reacted differently to different threats identified on the project

Drag the mitigation strategy on the left to the project manager's actions on the right

Mitigation Strategies	Project Manager's Actions
Mitigate	The project manager studied the threat and found it is out of their authority and scope.
Accept	The project manager analyzed the threat, took action to reduce the probability of occurrence, and conducted some additional tests.
Avoid	The project manager identified the threat and decided to review it periodically rather than take action.
Escalate	The project manager identified the threat, discussed it with the sponsor, and bought an insurance plan to handle it.
Transfer	The project manager determined the threat was severe and acted promptly to handle this risk by changing project strategies and reducing project scope.

**ANSWER:**

**QUESTION NO: 4**

A mandatory compliance requirement that will impact the project software is introduced during the execution phase of an iterative project. The team is aware of the

compliance requirement.

What should the project manager do next?

- A. Update the product backlog item with this new requirement.
- B. Escalate the issue of project impact to the project sponsor.
- C. Escalate the issue of project impact to the product owner.
- D. Update the stakeholder register to include the requirement owner.

**ANSWER: C****QUESTION NO: 5**

A project manager is managing a large project. During a review meeting, the project manager discovers that one of the team members who use to be a high performer was not able to complete their work on time.

What should the project manager do?

- A. Talk to the team member to determine why their performance changed.
- B. Talk to the team member and a human resources (HR) representative.
- C. Talk to the team member's manager to provide more training.
- D. Talk to the project lead and ask them to allocate less demanding tasks.

**ANSWER: A**

#### QUESTION NO: 6

A project manager joins a team that is providing a customized enterprise resource planning (ERP) system to a client. A potential design problem is identified by the

development team. After reviewing this issue with the project owner and team members, all agreed to revise the design to avoid a system defect when deployed. The

design is already approved.

What should be the project manager's next steps?

- A. Inform the client of the problem and follow the change request process.
- B. Amend the design specifications and pass them to the development team for reprogramming.
- C. Make a change request and get formal approval from the project owner.
- D. Conduct a proof of concept to make sure there are no problems in the revised design.

**ANSWER: C**

#### QUESTION NO: 7

The team lead on a project has left the organization and management wants to promote engineer A to this position. The project manager is confident that selecting engineer A will add problems to the project and believes that engineer B would better fit this role. The project manager discussed all of the arguments with management but their decision remains unchanged.

What should the project manager do?

- A. Help engineer A to become familiar with this new role and ensure engineer B stays motivated.
- B. Promote engineer B instead since the project manager has the authority to make this decision.
- C. Request management approval that engineer B will be promoted if engineer A fails in this role.

D. Coach engineer B to be prepared to perform this role if and when engineer A fails.

**ANSWER: A**

**QUESTION NO: 8**

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- E. Wait for the client to raise a concern and collect more information.

**ANSWER: C D**

**QUESTION NO: 9**

A project stakeholder complained that they did not receive an important delivery that was stated in the schedule. The team member responsible for this deliverable explained that they sent an email to the stakeholder, advising them that the deliverable would not be delivered on time.

What should the project manager have done to avoid this situation?

- A. Ensured that the team member did not communicate directly with the project stakeholder.
- B. Confirmed that the stakeholder was made aware of the delivery delay.
- C. Told the team member to send the unfinished deliverable to the stakeholder and finalize it later.
- D. Communicated with the stakeholder directly regarding the delivery delay.

**ANSWER: B**

**QUESTION NO: 10**

A project manager was recently assigned to a banking IT project. The project team has been developing products using a predictive approach for more than 10 years,

but management wants the team to change to an agile approach. The project manager met with the team to introduce the agile approach. Most of the team members

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- C. Ask the team to identify the product backlog and create a kanban board for the team to manage and follow the approach.
- D. Meet with management to explain the team's resistance to the agile approach and request that they formally ask the team to implement agile.
- E. Brainstorm with the team to understand the specifics of the team's project and to identify possible alternative approaches for the team.

**ANSWER: B E**

#### QUESTION NO: 11

A project team is working on an agile software development project. The project manager is concerned that the virtual team may not be as effective as a colocated team at headquarters.

Which two actions should the project manager leverage to ensure the team is meeting performance expectations?

(Choose two)

- A. Hold daily virtual meetings to review progress.
- B. Implement time-keeping software for team members.
- C. Task functional managers to drive accountability.
- D. Utilize a web-based kanban board.
- E. Require a monthly individual status report.

**ANSWER: A D**

#### Explanation:

Kanban method offers a simple and effective way to manage your tasks and projects. It is based on two rules: visualization of workflow and limitation of the number of tasks being in progress at a time. By following these two principles, you save time which you'd normally spend on getting organized, and can perform your tasks much quicker.

#### QUESTION NO: 12

A project team is preparing a report for the stakeholders. The team gathers and collates a large amount of data to be included in the status report.

What should the project manager do next?

- A. Ensure the team follows standard operating procedures (SOP) for creating a stakeholder report.
- B. Instruct the team to make only a graphical representation of all the data for the report.
- C. Instruct the team to conduct a meeting with the stakeholders before finalizing the report.
- D. Instruct the team to analyze and interpret the data before including it in the report.

**ANSWER: A**

### QUESTION NO: 13

A project team is working on an agile software development project. The project manager is concerned that the virtual team may not be as effective as a colocated team at headquarters.

Which two actions should the project manager leverage to ensure the team is meeting performance expectations?

(Choose two)

- A. Hold daily virtual meetings to review progress.
- B. Implement time-keeping software for team members.
- C. Task functional managers to drive accountability.
- D. Utilize a web-based kanban board.
- E. Require a monthly individual status report.

**ANSWER: A E**

### QUESTION NO: 14

Project stakeholders are engaged in a discussion on how to achieve the best user experience in the design of a new application. The agile team is divided on the approach. The conflict is more of a collective disagreement than an outright conflict.

What should the project manager do next?

- A. Apply appropriate conflict resolution techniques to solve the issue.
- B. Call a team meeting to have a formal discussion of the issue.
- C. Allow the team to work through it on their own unless help is needed.
- D. Engage in individual conversation with each team member.

**ANSWER: A**

**QUESTION NO: 15**

During the execution of a construction project, one of the neighboring businesses is complaining that the current building height does not agree with the initial project plans. What should the project manager do first?

- A. Ask the neighbor to leave the site immediately because the site is on private property.
- B. Inform the neighbor that all of the project documentation has been approved.
- C. Inform the neighbor that the complaint will be escalated to the project sponsor.
- D. Ask the neighbor to submit a formal complaint about their concerns.

**ANSWER: D**

**QUESTION NO: 16**

A new major road project is starting, and the contractor has contractually committed to submitting regular status reports and participating in integration meetings. Halfway through the project life cycle, the contractor stops participating in meetings and submitting reports, stating these items consume too much time.

What should the project manager do first?

- A. Assess the risk of the contractor not attending meetings and submitting reports for the rest of the project and escalate it to the project sponsor.
- B. Submit a claim for not fulfilling the contract terms and handle the claim in accordance with the alternative dispute resolution.
- C. Remind the contractor that they committed to attending meetings and submitting reports per the contract.
- D. Speak with the company's lawyer and request that they demand the contractor fulfill their contractual commitments.

**ANSWER: C**

**QUESTION NO: 17**

A project manager schedules virtual daily standup meetings for a project, but half of the team members regularly join late or miss the meeting all together. What should the project manager do?

- A. Discuss ground rules with the team that will include daily meetings.
- B. Use one-to-one virtual meetings because they are more efficient.
- C. Ask senior management for coaching regarding this situation.
- D. Agree on a new time and reschedule the daily standups.

**ANSWER: A**

**QUESTION NO: 18**

During a project's execution phase, two team members are having conflicts with other team members within the team on technical and interpersonal levels. Which two actions should the project manager take first to address this conflict? (Choose two)

- A. Ask human resources (HR) to intervene before it escalates and affects the team's performance.
- B. Arrange individual meetings with the team members who cannot work together effectively.
- C. Address the conflict during team meetings for the entire team to participate and find solutions.
- D. Discuss the conflict early among the affected team members using a direct, collaborative approach.
- E. Plan to resolve the team members' conflicts after the sprint and focus on achieving the goal.

**ANSWER: B E**

**QUESTION NO: 19**

A project manager has been assigned to an education project with the objective of training a workforce in application development. One of the deliverables is to provide internships to the best students in the customer's active projects. However, the customer does not have enough projects in progress right now. The project manager decides to create several internal projects in order to ensure the internships.

Which three actions should the project manager take to fulfill this scenario without adding costs for the customer? (Choose three)

- A. Use the project's contingency budget.
- B. Manage the quality of the delivery.
- C. Influence the client to initiate a new project.
- D. Create a change request with the scope of the new internal projects.
- E. Create a work breakdown structure (WBS) of the new scope with the internal projects.

**ANSWER: C D E**

**QUESTION NO: 20**

A project manager at a large corporation has been assigned to oversee a customer experience project. Within the project, customer satisfaction is

a big issue and there are many unresolved customer queries on a daily basis. The project manager has been informed that the customer service

team is overwhelmed with these unresolved queries.

Which two actions should the project manager take to correct this problem? (Choose two)

- A.** Contact the customers in batches and inform them that the issues are being worked on currently.
- B.** Confirm the issues truly exist by conducting a survey and other analyses that may detect the real issue.
- C.** Deploy solutions that will track, prioritize, and resolve queries as soon as possible.
- D.** Ask senior management to replace the customer service manager with a more qualified one.
- E.** Request that the customer service team prioritizes work on queries that are received this week.

**ANSWER: B C**