PMI

PMP Exam

Project Management Professional 2024

Version: 22.0

Topic 1, Exam Pool A

Question: 1

A new project manager is planning an information security project for a company that resides in different countries. What is the first step the project manager should take to gather customer requirements?

A. Conduct a stakeholder analysis to identify how regional policies may influence needs
B. Request relevant stakeholders to conduct an analysis and reach consensus independently
C. Conduct a project scope review workshop with relevant stakeholders.
D. Conduct project planning meetings in one location with relevant stakeholders

Answer: A

Explanation:

The first step the project manager should take to gather customer requirements for an information security project is to conduct a stakeholder analysis. A stakeholder analysis is a technique that helps identify the key stakeholders, their needs, expectations, interests, and influence on the project. By conducting a stakeholder analysis, the project manager can understand how regional policies may affect the customer requirements, such as legal, regulatory, cultural, or ethical factors. A stakeholder analysis can also help the project manager prioritize the requirements and plan the communication and engagement strategies with the stakeholders. Reference: PMBOK® Guide, Sixth Edition, pages 513-515; A 6-step guide to requirements gathering for project success, Step 1: Assign roles.

Question: 2

A project team with members from many different countries is struggling to cooperate The project manager accepted these difficulties during the storming phase of team development, but the team has not moved to the next phase The project is beginning to fall behind schedule

What can the project manager do to move the team to the norming phase?

A. Plan social activities to help foster stronger interpersonal relationships and identify shared goals.
B. Speak with the project sponsor about changing the team composition
C. Figure out who is behind the issues and apply progressive disciplinary techniques.
D. Show the team the schedule impact of their communication issues and encourage them to put

their differences aside

	Answer: A

Explanation:
According to the Project Management Professional (PMP) Reference Materials, the norming stage of team development is when the team members start to respect each other, collaborate effectively, and work towards a common vision1. One of the ways to facilitate this stage is to plan social activities that can help the team members bond, build trust, and appreciate their diversity2. By engaging in social activities, the team can also identify shared goals and values that can motivate them to perform better on the project3. The other options, B, C, and D, are not effective ways to move the team to the norming stage. Speaking with the project sponsor about changing the team composition may disrupt the team dynamics and cause more conflicts4. Figuring out who is behind the issues and applying progressive disciplinary techniques may create resentment and fear among the team members and damage their morale5. Showing the team the schedule impact of their communication issues and encouraging them to put their differences aside may not address the root causes of the problems and may lead to further misunderstandings and frustrations. Reference: 1: A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Sixth Edition, Chapter 9.4.2.2, "Team Development Stages". 2: The Five Stages of Team Development and the Role of the Project Manager, Section "Norming". 3: Manager's Guide to Navigating The Four Stages of Team Development, Section "Norming Stage". 4: Climbing to Performance : Four Stages of Team Development, Section "Storming". 5: Project Human Resource Management, Section "Managing Project Teams". : How To Move The Team Through The Stages Of Team Development, Section "Storming".

Question: 3

A company's project management office (PMO) has been trying to implement an adaptive approach in the project management framework and a project manager has been asked to use adaptive tools in their next project This is not the first time the request has been made and the previous project failed when adaptive tools were implemented
What should the project manager do?

A. Prepare a change request and seek approval from the steering committee regarding the new project framework
B. Conduct individual interviews with key stakeholders in order to understand all concerns, then prepare a communications management plan
C. Bring in a third party company to develop and implement a hybrid framework for this specific project.
D. Recommend to the PMO that it is not the right time to start implementing adaptive tools in projects

	Answer: B

Explanation:
According to the PMBOK Guide, an adaptive approach in project management is one that responds to changes and uncertainties in the project environment. Adaptive tools are techniques that enable project managers to plan and execute projects in an iterative and flexible way. Some examples of

adaptive tools are agile methods, scrum, kanban, and lean. However, not all projects are suitable for using adaptive tools, and some stakeholders may have different expectations and pReference regarding the project management approach. Therefore, before implementing adaptive tools in a project, the project manager should conduct individual interviews with key stakeholders to understand their concerns, needs, and expectations. This will help the project manager to identify the level of stakeholder engagement, the degree of change tolerance, and the potential risks and benefits of using adaptive tools. Based on the information gathered from the interviews, the project manager should then prepare a communications management plan that defines how the project information will be communicated to the stakeholders, including the frequency, format, and content of the communication. The communications management plan should also include a feedback mechanism that allows the stakeholders to provide their input and feedback throughout the project lifecycle. This will help the project manager to manage the stakeholder expectations, address the stakeholder concerns, and ensure the stakeholder satisfaction with the project outcomes. Reference: PMBOK Guide, 7th edition, Chapter 2: Project Performance Domains, Section 2.1: Project Delivery Approach, pp. 23-251
PMBOK Guide, 7th edition, Chapter 3: Project Management Principles, Section 3.5: Engage Stakeholders, pp. 41-421
PMBOK Guide, 7th edition, Chapter 4: Tailoring, Section 4.2: Tailoring Considerations, pp. 51-531
PMBOK Guide, 7th edition, Chapter 8: Communications, Section 8.2: Plan Communications, pp. 123-1251
Professional in Business Analysis (PMI-PBA) Handbook, Section 5: Exam Content Outline, Domain 2: Planning, Task 2.3: Develop a communication management plan, pp. 21-222

Question: 4

To estimate the costs of a new project that is similar to a project that was implemented last year, the project manager meets with a group of experts from the previous project The group uses a three-point estimating technique The project manager submits the estimated budget to the project sponsor for approval The project sponsor, who is new to the company, is concerned because the budget exceeded their expectations
What should the project manager do?

A. Review the organizational process assessment to determine if a contingency reserve was considered in the budget estimate
B. Review the historical information and lessons learned from last year's project to justify the new budget estimate
C. Change the budgeting technique to a more accurate, bottom-up cost estimation.
D. Use soft skills to convince the project sponsor to approve the new budget estimate

Answer: B

Explanation:
The project manager should review the historical information and lessons learned from last year's project to justify the new budget estimate. This is because the project manager used an analogous estimating technique, which is based on the costs of similar projects in the past. By reviewing the historical information and lessons learned, the project manager can explain to the project sponsor

how the costs of the new project were derived, what assumptions and risks were considered, and how the three-point estimating technique was applied. This can help the project sponsor understand the rationale behind the budget estimate and increase their confidence in its accuracy and validity. The project manager can also use this opportunity to discuss the benefits and value of the new project and how it aligns with the organizational strategy and objectives. Reference: PMBOK Guide, 6th edition, section 7.2.2.4, page 262, Free PMP® Exam Sample Question 04 (Earned Value)

Question: 5

The project manager is having difficulty obtaining approval of the project requirements because there is disagreement among the project stakeholders This issue is putting the project schedule at risk
What should the project manager do first to facilitate the approval of project requirements'?

A. Review the project charter
B. Perform a stakeholder analysis
C. Identify the source of the disagreement
D. Hold a team-building event

Answer: C

Explanation:

According to the PMBOK® Guide, the project manager should identify the source of the disagreement among the project stakeholders as the first step to facilitate the approval of project requirements. This is because identifying the source of the disagreement can help the project manager understand the root cause of the conflict, the interests and needs of the stakeholders, and the potential impact of the disagreement on the project objectives and deliverables. By identifying the source of the disagreement, the project manager can then choose an appropriate conflict resolution technique, such as compromising, collaborating, smoothing, forcing, or withdrawing, to resolve the issue and obtain the approval of the project requirements1. The other options are not the first steps to facilitate the approval of project requirements, because:
Reviewing the project charter may help the project manager clarify the project scope, objectives, and high-level requirements, but it does not address the specific source of the disagreement among the stakeholders2.
Performing a stakeholder analysis may help the project manager identify the stakeholders, their roles, expectations, influence, and communication needs, but it does not address the specific source of the disagreement among the stakeholders3.
Holding a team-building event may help the project manager improve the team morale, trust, and collaboration, but it does not address the specific source of the disagreement among the stakeholders4. Reference: 1: PMBOK® Guide, Sixth Edition, Chapter 9.5.2.1, Conflict Management 2: PMBOK® Guide, Sixth Edition, Chapter 4.1.3.1, Project Charter 3: PMBOK® Guide, Sixth Edition, Chapter 13.1.3.1, Stakeholder Analysis 4: PMBOK® Guide, Sixth Edition, Chapter 9.4.2.4, Team-Building Activities

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