

➤ **Vendor: PMI**

➤ **Exam Code: 2021-PMP**

➤ **Exam Name: PMP - Project Management Professional (2021 Version)**

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QUESTION 703

A project manager is leading the first agile project for the organization. During the kick-off meeting, the project manager notices that the team does not have the same understanding about agile approaches. The project manager is concerned about the impact of that confusion.

What should the project manager do to address this situation?

- A. Evaluate the possibility of managing this project using a predictive approach.
- B. Submit a change request for a new team that has agile experience.
- C. Mentor the team to explain agile principles and create a shared understanding.
- D. Hire a functional manager who is familiar with agile methodologies.

Answer: C

QUESTION 704

A project has been running for 2 months and now requires approval for a supplier to begin some execution tasks. The project team has evaluated several suppliers and selected their top two preferred suppliers. The project sponsor requested that another supplier who has lower costs be added to the list. However, the project manager is aware that this supplier does not always fulfill the project requirements.

What should the project manager do?

- A. Set up a requirements review session and obtain agreement for selection criteria.
- B. Recommend to the team to add the sponsor's preferred supplier to the list.
- C. Choose the sponsor's preferred supplier for the project to avoid conflict between the team and sponsor.
- D. Recommend to the sponsor to review the results of the team's supplier evaluation.

Answer: A

QUESTION 705

A project manager is establishing a project management office (PMO) for a company-wide program to implement a software based on artificial intelligence (AI). As part of the PMO tasks, some stakeholders need help understanding how to deal with difficult situations.

Which activity should the project manager use to help train the stakeholders?

- A. Contract negotiation
- B. Team assessment
- C. Mentoring and coaching
- D. On-the-job training

Answer: C

QUESTION 706

At the end of a project, one of the suppliers is facing financial difficulties and is pushing the project manager to obtain financial, legal, and administrative approval in order to communicate formal project closure and ensure the transfer of liability. What should the project manager do next?

- A. Compare the achieved results to the contract requirements.
- B. Make the final payment as the project is completed.
- C. Transfer the remaining variances and close the project.
- D. Escalate to higher management to expedite the approval.

Answer: A

QUESTION 707

A company made several changes recently, which resulted in a positive change in the company culture. A project manager was just assigned to report to a new project supervisor whose leadership style is about getting things done quickly regardless of employee and operational impacts. Some employees are complaining about this. What should the project manager do?

- A. Clarify expectations by explaining the company culture with the supervisor.
- B. Ask senior management to move the supervisor to a different project.
- C. Revisit the company's organizational culture.
- D. Instruct the employees to listen to the supervisor.

Answer: A

QUESTION 708

During a project gate review meeting, it is identified that one of the project deliverables will require corrective actions to meet the project quality requirements. What should the project manager do first?

- A. Update the risk register and implement the approved risk response plan for quality deviations.
- B. Identify the resources that were responsible for the deliverable and request a team development plan.
- C. Update the issue log, identify the involved stakeholders, and assign resources to the corrective actions.
- D. Submit a change request to update the project quality requirements for the involved project deliverable.

Answer: C

QUESTION 709

On a project with multiple international locations, a trend for delays has been flagged. When looking into the issue, the project manager realized that some of the key activities were scheduled over the holiday periods in the overseas offices.

What should the project manager do next?

- A. Update the schedule to reflect the holidays and share the workload among offices to mitigate schedule slippage.
- B. Hire additional personnel on a temporary basis to cover the extra workload during the holiday seasons.
- C. Request that the offices in overseas locations work overtime to mitigate schedule slippages.
- D. Update the schedule to reflect the holidays and notify the project sponsor of the delayed completion.

Answer: D

QUESTION 710

A project manager is assigned to deliver an innovative solution that is part of a brand new offering. The project manager reviews the request for proposal (RFP) and realizes that key terms are restricted to technical resource assignments. There is also a gap in addressing compliance. How should the project manager bridge the gap and ensure the project delivers the expected business value?

- A. Determine the critical requirements.
- B. Document the risks and mitigations.
- C. Define the project schedule.
- D. Create a project scope statement.

Answer: A

QUESTION 711

A project manager is leading a hybrid project. The self-organizing teams are continually late in delivering their demos, resulting in low morale. The steering committee is familiar with the reporting and planning associated with a predictive approach and is concerned about the project because it is unclear if the expected value will be delivered. What should the project manager do?

- A. Emphasize to the teams the importance of reaching the agreed deadlines and value.
- B. Request to coach the team to ensure motivated project team members are on board.
- C. Update the project schedule with a buffer to reflect the expected delays being incurred by the team.
- D. Suggest to the teams to limit the scope of work per iteration so they will start to deliver more reliably.

Answer: A

QUESTION 712

A project manager is appointed to manage an infrastructure project that spans across several countries, including different time zones within a subregion. It is likely that most of the project team members will never meet, but they will have to collaborate to ensure deliverables are met.

What should the project manager do to ensure good collaboration between the remote project team members?

- A. Discuss the concerns with the project sponsor and modify the project charter to include more budget for interactions.
- B. Plan a communication method and allow the project team members to virtually interact.
- C. Create a social media group platform for the team to create a supportive environment.
- D. Set the ground rules and identify a contingency plan in the risk register.

Answer: B

QUESTION 713

A project team is facing challenges understanding how to deliver a project's scope. A senior subject matter expert (SME) from the organization's global office is in town for 1 week.

What should the project manager do to benefit from the SME's presence?

- A. Ask the SME to review the scope for alignment with the project charter.
- B. Organize a mentoring session with the team and the SME.
- C. Meet with the SME to discuss the current challenges the team is facing.
- D. Review the project scope statement with the SME.

Answer: B

QUESTION 714

A project manager working on a large-scale network implementation is frustrated with the hardware supplier. Their deliveries have been consistently late and frequently do not have vital components. The project manager's company

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has decided to cancel the contract and move to a new supplier, but the only other option is an overseas company. What should the project manager do first to proceed with this change?

- A. Engage the services of an interpreter who understands the project domain.
- B. Check social media to determine if there are any common connections that use the new supplier.
- C. Request assistance from the procurement department on the next steps.
- D. Become aware of any cultural characteristics of the new supplier that could impact negotiation.

Answer: C

QUESTION 715

A project manager is assigned to a new project and is allocated with virtual team members. Later, two more members from a recently acquired company join as additional resources to the project team.

In order to ensure that there are no potential misunderstandings, what should the project manager do?

- A. Send an email update to existing team members about the addition of the new team members.
- B. Set up a weekly meeting with the new team members for a couple of months.
- C. Request the transfer of the new members to another project, citing a risk of confusion.
- D. Update and share the guideline document dealing with team communication.

Answer: D

QUESTION 716

During the executing phase, a project manager is reviewing the issue log and finds there are outstanding high-priority issues that are still open. Most of the open issues require effort from external domain experts who are not on the project team.

What should the project manager do?

- A. Ask the issue reporter to close the issues, because there are no project team members who have the required domain knowledge.
- B. Review the open issues with the issue reporter and issue a change request to hire an external domain expert.
- C. Request that the project team members learn the required domain knowledge and resolve the open issues in a short time.
- D. Reduce the project scope to ensure that the project team has the knowledge to deliver the system on schedule.

Answer: B

QUESTION 717

A project has been running successfully for 2 months. At a regular project meeting, the team raises several potential obstacles to future progress. The obstacles include vendor delivery performance, technical performance of a subsystem, and conflict with another division of the organization.

What should the project manager do next?

- A. Work with the team and others in the network to assess and prioritize the obstacles.
- B. Engage with the external stakeholders and the other division of the organization to resolve the issues.
- C. Escalate the obstacles to the project sponsor for assistance with resolution.
- D. Determine a change response to identify and resolve the obstacles to move the project forward.

Answer: A

QUESTION 718

A key project team member has exhibited high interest in a project. The input from this person has been very useful, and the project is steadily progressing. Suddenly, this individual's participation decreases, and activities that they were responsible for are not being completed within the planned period.

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What should the project manager do?

- A. Reallocate tasks for the team member of concern so that work is handled by another team member.
- B. Schedule a meeting to discuss recent observations with the team member.
- C. Organize a team-building session with all of the team members.
- D. Consult the resource allocation matrix to see if the team member is still required for the project.

Answer: B

QUESTION 719

Vendor A submitted a bid for US\$500,000. There is a 65% probability that the vendor will deliver behind schedule with a cost overrun of US\$ 100,000. The vendor will come in ahead of schedule for a savings of US\$50,000. What should the project manager determine as the value of the vendor's bid?

- A. US\$650,000
- B. US\$452,500
- C. US\$547,500
- D. US\$582,500

Answer: D

QUESTION 720

During project execution, an important stakeholder threatens to withdraw support for the project, citing a lack of transparency and accountability in the way the project is being executed. What should the project manager do to handle this situation?

- A. Approach the stakeholder to address the concerns.
- B. Consult the risk management plan.
- C. Escalate the issue to the project management office (PMO).
- D. Refer the stakeholder to the project sponsor.

Answer: A

QUESTION 721

A project to implement a new process is still in development. When implemented, the company will benefit by a reduction in utility costs. The project financial evaluation indicates a payback of 3 years. What should the project manager do to expedite the project delivery?

- A. Increase resources on the technical design to enable a decision to proceed as this is a quick return project.
- B. Increase the time spent on project development to improve the level of confidence to validate the financial evaluation.
- C. Conduct a stakeholder survey with the plant operators to establish the probability of this project reducing the cost of utilities.
- D. Stop any further project development and commence with the implementation as there is no need to seek further approval.

Answer: A

QUESTION 722

A customer asks the project manager about opportunities to create business value. What should the project manager do first in order to provide the customer with an appropriate response?

- A. Examine the business value throughout the project.
- B. Ask the team to organize a spike to identify more value.

- C. Meet with the product owner to review the backlog.
- D. Meet with the sponsor to review the business case.

Answer: A

QUESTION 723

A project manager is leading a project that is implementing an assembly line. During the quality review meeting, a team member reports an issue stating that the product being developed has discrepancies with the one requested by the customer.

What should the project manager do?

- A. Ensure the current solution is in place to enable future usability.
- B. Run a root cause analysis to identify the quality breach and update the quality management plan.
- C. Check that the product meets the requirements established by the customer.
- D. Make a proposal of new specifications and submit it to the customer for approval.

Answer: B