

➤ **Vendor: PMI**➤ **Exam Code: 2021-PMP**➤ **Exam Name: PMP - Project Management Professional (2021 Version)**➤ **New Updated Questions from [Braindump2go](https://www.braindump2go.com)**➤ **(Updated in [November/2021](#))****Visit Braindump2go and Download Full Version 2021-PMP Exam Dumps****QUESTION 651**

A project sponsor has requested a trend analysis of all risks that the project has monitored over the past 12 months. What should the agile project manager do?

- A. Share the annual report with the sponsor.
- B. Organize a stakeholder meeting to brainstorm on general project risks.
- C. Extract this from the project risk register tracking tool and issues log.
- D. Refer the sponsor to the contract document.

Answer: C**QUESTION 652**

A project manager is assigned midway through a project. The team members are in different locations across the country and they are unable to meet in-person often. During a status review meeting, one of the stakeholders highlighted that they were unaware of the status for the project deliverables. What should the project manager do first?

- A. Request the project team include the stakeholder's details and make sure the project status reports are shared with the stakeholder.
- B. Schedule a meeting with the stakeholder and include the stakeholder's needs in the project management plan.
- C. Review the stakeholder management plan and update the stakeholder register for incorporation in the project management plan.
- D. Review the communications management plan and verify whether the stakeholder's needs are captured in the project management plan.

Answer: D**QUESTION 653**

During project completion, a project manager receives a request from the customer for a reduced cost of goods. The customer's request will affect the sales department's budget and forecast. In order to reach a consensus and have a successful project completion, what should the project manager do first?

- A. Analyze the bounds of the negotiation for agreement with both parties.
- B. Identify and satisfy both parties' underlying wants.
- C. Comply with the customer's request to achieve the project mandate.
- D. Initiate a change request to accommodate the revised cost of goods

Answer: A

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QUESTION 654

A project manager is leading an integration project for a retail company. The project demands a lot of time from the stakeholders to make important business decisions. The project is critical and must be completed on time and within budget. What should the project manager do to ensure that key stakeholders are available for this project?

- A. Schedule meetings with all of the stakeholders to make business decisions when needed.
- B. Share the project schedule, milestones, and meeting agendas with the stakeholders ahead of time.
- C. Work with the available stakeholders to make business decisions and keep all unavailable stakeholders informed.
- D. Add time reserve in the project schedule to allow extra time for the stakeholders to make decisions.

Answer: B

QUESTION 655

A new project manager is managing a hybrid project. The project manager wants to be a servant leader to support the team by removing impediments but is not receiving feedback from the team about the issues and risks they are facing. What should the project manager do?

- A. Implement daily standups where the team can share their impediments, risks, and issues.
- B. Review the communications management plan and implement changes.
- C. Schedule weekly risk review meetings with the team to review project risks and concerns.
- D. Distribute a copy of the communications management plan to the scrum master.

Answer: A

QUESTION 656

A project manager is working on a project with multiple workstreams. One of the workstreams missed its deadline multiple times.

Who should the project manager speak to about this situation to ensure it does not happen again?

- A. Workstream leader and project sponsor
- B. Workstream leader alone
- C. Workstream leader and functional manager
- D. Workstream leader and project management office (PMO)

Answer: B

QUESTION 657

As a project is reaching completion, the project sponsor tells the project manager to immediately close the project and to move on to another project. Which critical task should the project manager complete before closing the project?

- A. Ensure that the whole team is appropriately recognized and organize a project farewell party to celebrate the project success and closure.
- B. Update and close both the risk register and issue log with the latest updates, and save them in the organization's project management information system (PMIS).
- C. Archive all the project documents following the organization's accepted practices so the documents can be used in other future projects.
- D. Meet with the project sponsor and advise that the new project might be difficult to undertake because the current project is not yet complete.

Answer: C

QUESTION 658

While working on a poorly defined internal project, a project manager receives multiple change requests from senior

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management. What should the project manager do first?

- A. Identify how the proposed changes will benefit the project in relation to the business case.
- B. Ask for a temporary budget increase to avoid cost overruns.
- C. Keep the team motivated and incentivized to avoid exhaustion from working on a lengthy project.
- D. Assess the schedule delay and begin implementation to avoid additional lags

Answer: A

QUESTION 659

During the project planning phase, a project manager called a meeting to discuss the product backlog with multiple stakeholders who represent the end users in various capacities.

Only one executive manager attended the meeting.

What should the project manager do?

- A. Meet with each stakeholder individually to gather input to the product backlog and begin project planning.
- B. Proceed with prioritization of the product backlog based on previous lessons learned and complete the project planning phase.
- C. Reschedule the meeting to ensure the majority of stakeholders are present for the product backlog discussions.
- D. Proceed with the meeting in order to keep the project on track and start prioritizing the product backlog.

Answer: A

QUESTION 660

A project team consists of members based in country A and subject matter experts (SMEs) based in country B with a 12-hour time difference. What can the project manager do to improve interactions between the team members in both countries?

- A. Ensure full participation of both the product owner and business SMEs in scope planning sessions.
- B. Identify virtual communication methods and arrange for regular team meetings accordingly.
- C. Explore the opportunity to have both teams colocated.
- D. Plan for frequent face-to-face meetings.

Answer: B

QUESTION 661

In an agile team, some of the team members are coming forward to ask for more autonomy on the project. What should the project manager do in this situation?

- A. Encourage the team members to make decisions.
- B. Discourage them as conflicts may be created.
- C. Encourage the team lead to make decisions.
- D. Discourage this request, as it is for the management team.

Answer: A

QUESTION 662

During the planning for a long project, the project manager recognized that several members of the team are new to their roles. How should the project manager incorporate this into planning?

- A. Increase the overall project duration to account for the inexperienced team members on the project.

- B. Ensure planning has accounted for replacing team members in new project roles who do not deliver on project goals.
- C. Assess the training requirements and ensure time for professional development training by senior members.
- D. Revisit the project resource allocation to remove the inexperienced team members assigned to the project.

Answer: C

QUESTION 663

A complex, high-value agile project includes sprint demonstrations with the customer every four weeks. Executive management is concerned about the project's progress and wants more frequent updates on the project status. What should the project manager do?

- A. Inform executive management that the customer is made aware of the status during the sprint demo.
- B. Prepare a weekly status report and share it with executive management every week.
- C. Inform executive management about agile principles and processes that are followed in the project.
- D. Ask the team to prepare and share the status report with executive management every week.

Answer: D

QUESTION 664

A customer interacts directly with a Scrum team and continually requests changes in priorities. This causes confusion among the team members and they complain to the project manager. What should the project manager do?

- A. Advise the customer to discuss changes with the product owner.
- B. Document this issue in the sprint backlog for discussion at a team meeting.
- C. Ask the customer to submit a change request to the project sponsor.
- D. Encourage the team to clarify the requests with the customer.

Answer: A

QUESTION 665

A key resource is newly assigned to a project. The project manager and the resource did not get along well in a previous project. This resource is needed to ensure the completion of a major component for the project. What should the project manager do?

- A. Work on resolving the differences with the key resource and building a good working relationship to ensure project success.
- B. Monitor the key resource closely throughout the project, but do not let the project sponsor know about the conflict.
- C. Request that the key resource's functional manager work directly with the resource during the project.
- D. Discuss this with the project sponsor and request that this key resource be replaced on the project.

Answer: A

QUESTION 666

A project manager who works for a company involved in several industries is asked to lead a software development project for a government agency. The company attempted to execute similar projects for other industries before but was unsuccessful. What should the project manager do to ensure project success?

- A. Document this information in the risk management plan.

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- B. Develop a contingency plan to prepare for possible risks.
- C. Continue executing the project using expert judgment.
- D. Review the lessons learned registers from the previous projects.

Answer: D

QUESTION 667

A project involves exporting 150 packages to the customer. However, only 30 packages have been cleared by the customer for shipment. The logistics manager provided details to the customer 2 weeks ago and set up a weekly conference call to effectively communicate with them, but the customer has not been participating in the calls. How should the project manager handle this situation?

- A. Request a change in the contract to include the shipment in the project management plan.
- B. Find the root cause of the issue and discuss the customer's current engagement.
- C. Inform the customer that subsequent packages cannot be manufactured.
- D. Request a delivery date extension from the customer

Answer: B

QUESTION 668

A project team has transitioned to full-time remote working. The project manager started noticing that some team members have not been completing their assigned tasks by the planned dates despite reminders during weekly team meetings. This has the potential for delaying the project delivery. How should the project manager resolve this situation?

- A. Communicate the delivery dates twice a week to the team members to ensure timely delivery.
- B. Set up review sessions with each of the team members to identify the root cause of delays.
- C. Mentor the team members to work in a remote work environment to ensure productivity.
- D. Talk to the resource managers regarding the delay and request additional resources

Answer: B

QUESTION 669

A project manager is working on a highly complex project. During the execution of the project, the local government changed certain environmental regulations, which could potentially delay the project. What immediate action should the project manager take?

- A. Update the issue log.
- B. Update the project baseline.
- C. Update the risk management plan.
- D. Update the change request log.

Answer: A

QUESTION 670

A project manager is leading a major water pipeline project and realizes midway into the project that the project completion date is not achievable. Local farmers who rely on the water for irrigation may be affected due to the delay. The project manager is afraid of their displeasure and reaction, which will affect the project. How should the project manager plan the communication to the stakeholders?

- A. Document and accept this risk and communicate this decision to the project sponsor.
- B. Collect feedback from the farmers and keep the information within the project team.
- C. Deliver the information to the stakeholders with the project management office's (PMO) assistance.
- D. Propose a solution to the stakeholders and communicate it to the local farmers.

Answer: D

QUESTION 671

A project manager is leading an automation project. The project team is colocated and includes people from both the technical and business units. The project manager discovers that personal differences and work styles are affecting the project negatively.

How should the project manager address this?

- A. Develop a schedule that ensures people with personal differences work separately.
- B. Use an approach to the project that does not involve colocation.
- C. Meet with the team and agree on expectations from team members.
- D. Invite the functional managers of the different units to address their personal differences.

Answer: C