PMI

PMP

Project Management Professional (2021 Version)
QUESTION & ANSWERS

QUESTION 1

A business improvement opportunity to reduce energy usage has been identified.
The project manager has assembled a team that includes site engineers to deliver this project.
However, due to production imperatives, the site engineers may not be fully focused on the project.
How should the project manager manage the team?

 A. Develop an approved responsibility assignment matrix (RAM) to confirm internal and external resource requirements.
 B. Commit each team member's time and deliverables and aim for overall project completion.
 C. Continue the project implementation without the site engineers to ensure the schedule is maintained.
 D. Contract external resources to fulfill the role of the site engineers who cannot support the project.

Correct Answer: B

QUESTION 2

A project manager is assigned to lead a design for a new version of an existing product with the technology and operations teams. The project manager organizes a joint requirements session to determine the most practical ideas. The project manager was advised that the session may become chaotic.
What should the project manager do to ensure the session is interactive, productive, and efficient?

 A. Pick the senior and experienced staff members from both teams and arrange face-toface interviews.
 B. Organize a formal session led by a skilled facilitator with defined rules for how participants will interact with one another.
 C. Distribute a questionnaire on the key features of the product and encourage the teams to respond with their design recommendations.
 D. Hold multiple sessions of manageable sizes with participants from both teams to discuss their ideas.

Correct Answer: B

QUESTION 3

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.

Correct Answer: A

QUESTION 4

A team is given an agile project to build a conceptual product for a new customer.
While planning, the project manager is trying to determine the best way to show value to the customer, as the technical requirements are not very detailed.
What should the project manager do to help the client understand the value delivered during project execution?

A. Include a planned value (PV) calculation in the sprint report for each build cycle.
B. Conduct a customer demonstration at the end of each build cycle.
C. Provide the customer with the refined specification during each build cycle.
D. Show the customer a sprint burndown chart for each build cycle.

Correct Answer: B

QUESTION 5

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.

Correct Answer: A

QUESTION 6

A project manager who Is new to an organization is given data that include information related to both project team members and stakeholders. Among other items, this information includes each stakeholder's current role, previous and current projects in which they participated, and their level of organizational influence.

In what type of analysis should the project manager use this information?

A. Regression analysis
B. Stakeholder analysis
C. Qualitative risk analysis
D. Decision tree analysis

Correct Answer: B

QUESTION 7

An agile team has completed an iteration and delivered the agreed features to the customer. In a surprise to the team, the features are not accepted by the customer. The project team conducts a root cause analysis.

What should the project manager do to avoid this situation in the future?

A. Ensure that customer requirements do not change from the start of the project.
B. Ensure that the definition of done (DoD) is well defined and complete for future iterations.
C. Ensure that the development and quality assurance team members implement the feature correctly.
D. Ensure that the team facilitator allocates tasks correctly to team members.

Correct Answer: B

QUESTION 8

Two key team members suggest different options to prevent time overruns and delays. There is a conflict between these two team members because of their divergent views.

What should the project manager do next?

A. Schedule a meeting between the team members to find a solution.
B. Refer the team members to the project charter to resolve the conflict.
C. Issue a new change request to evaluate this situation and communicate the result.
D. Document the facts explained by the team members in the issue log.

QUESTION 9

During the execution of a financial project, a project manager met with the project team weekly to evaluate the project's progress. However, the sponsor requests that project performance be checked daily. The key team members disagree with this requirement and argue that they do not have enough time to go to daily meetings because they are at an executive level.
What should the project manager do first?

A. Negotiate with the key team members to send a daily report and let the sponsor know that the project cost will increase. ty
B. Recommend to the sponsor that performance of the project be reviewed once per week.
C. Review the communications management plan and submit a change request if required.
D. Evaluate the capacity of each team member to attend daily meetings in person or virtually and reduce the time of each meeting.

QUESTION 10

An organization in a regulated industry has decided to switch from a predictive to
an agile delivery approach. It has been decided that the ongoing projects will adopt Scrum,
and the project manager is still accountable for the project outcomes. During the fourth sprint
demo, the customer notices that a feature is not compliant with the regulations.
What should the project manager do?

A. Have the team consult with the compliance officer to update the definition of done (DoD) for the user stories in the past sprint.
B. Have the product owner consult with the change control board (CCB) to have the necessary compliance requirements implemented.
C. Have the scrum master organize a weekly meeting with the compliance officer, the product owner, and the project team.
D. Have the product owner review the user stories in the product backlog with the compliance officer on a regular basis to identify any gaps.

QUESTION 11

The project manager has recently received funding approval for a training program

for the entire project team but has not yet defined the most effective training course. One team member submitted a request for specialized training that is required for the project. How should the project manager handle this request?

A. Send this change request to the change control board (CCB) for approval.
B. Approve the request for the specialized training.
C. Reject the request as it does not impact the project deliverables.
D. Validate if the training is within scope and budget.

Correct Answer: D

QUESTION 12

An agile project team discovers that they are unable to implement a feature completely in the first iteration The team believes it may not be able to complete the tasks in the second iteration. The feature is a critical component that the customer has prioritized.
What should the team do?

A. Go back to the customer and explain that they cannot implement the feature completely in one iteration.
B. Reduce the scope of the feature to fit into one iteration and deliver it to the customer
C. Ask the customer to simplify the feature so that it can be implemented in one iteration
D. Split the feature into smaller subfeatures. implement them, and then deliver them incrementally in multiple iterations

Correct Answer: D

QUESTION 13

During the execution phase of a healthcare IT project, stakeholders made a change request regarding user requirements There is no remaining budget available to cover that change request.
What should the project manager do next?

A. Discuss approval of the change request in the next project meeting
B. Perform a risk assessment on the required change request.
C. Evaluate the change request against the project scope statement
D. Ask the sponsor for more funds to cover the change request

Correct Answer: B

QUESTION 14

A new project manager has been assigned to a project that is in danger of failing The stakeholders do not know the project status nor do they know what benefits will be delivered by the project.
How can the project manager convey these benefits to the stakeholders?

A. Rebaseline the project schedule to show the current status of the project.
B. Create a benefits management plan mapped to the organization's strategic objectives
C. Perform a project cost-benefit analysis for the stakeholders
D. Update the deliverables map against the agreed-upon project requirements

Correct Answer: C

QUESTION 15

The team architect resigned from the company. The new architect points out a
design flaw during a planning meeting that may potentially impact the final quality.
What should the project manager do first?

A. Review the scope management plan.
B. Update the design with changes.
C. Request an architecture review.
D. Update the quality management plan

Correct Answer: C

QUESTION 16

For an agile pilot project, the sponsor arranged an early product demonstration for the customer.
During the meeting, the customer realizes that a new feature will significantly improve the product
After collecting the new requirements, what should the project manager do?

A. Assess the impact of the new requirements and initiate the change request process.
B. Work with the product manager and the rest of the team to update the project backlog.
C. Assess the impact and communicate the updated product roadmap to the stakeholders.
D. Follow the change management plan to update the risk register so It accounts for the added scope.

Correct Answer: A

QUESTION 17

A project manager is leading an in-house company project in its very early stages This current project is similar to another project that ended a year ago
What should the project manager do to analyze the involved stakeholders?

A. Lower the priority of stakeholder engagement as the stakeholders already have knowledge of this kind of project
B. Use lessons learned from the previous project as a guide for the current project's stakeholder register
C. Refer to the stakeholder register from the previous project as it was similar to the current project
D. Document in the risk register that the current project may have different stakeholders than the previous project

Correct Answer: B

QUESTION 18

A project sponsor receives project information and updates in a timely manner, but the sponsor is concerned because key information is missing in the reports. What should the project manager do?

A. Review the communication needs of key stakeholders.
B. Confirm that the project information is understood and feedback is received.
C. Determine communication methods, frequency, and level of detail.
D. Provide all project information to the stakeholder.

Correct Answer: B

QUESTION 19

A retail chain is evaluating a project to replace payment systems across all its stores in multiple locations The project does not pass the financial threshold but is also expected to increase market share, improve customer services and retain more customers The project is planned as a phased implementation building on learning from the retrospectives during each phase
How should the business increase the value of the project?

A. Quantify the expected tangible and intangible benefits in the benefits management plan for each phase
B. Ask the benefits owner to reassess the identified risks that are impacting the outcomes of the financial benefits.
C. Consult with experts on methods to reduce costs and increase the financial value of the project
D. Use a fishbone diagram to find the root cause of the lower financial benefits with the benefits owner

QUESTION 20

A company is leading a project to develop a new product using an agile approach. A supplier was contracted to provide a solution for one of the product features based on mandatory scope, stable requirements, and fixed-price contract. During a meeting with the supplier, the project manager was informed that the company's business analyst also asked the supplier to add a solution for another feature as part of their deliverable.
What should the project manager do?

A. Add the feature to the supplier's requirement list so they can deliver it.
B. Ask the supplier to accommodate the additional scope under the current agreement.
C. Ensure the project team understands the agreement and contract in place with the supplier.
D. Monitor the work the business analyst is performing to avoid scope creep.

QUESTION 21

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 qualitymanagement 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.

QUESTION 22

An agile team is working on a project that will be launched in six countries. Each country has specific requirements in addition to the base offering. The estimates indicate it will take six months to develop the base offering and an additional month to finalize each country's unique requirements. The expected revenue for the product is the same for each country.
Which release strategy should the project manager recommend?

A. A risk-based strategy to maximize the perceived value of the product by launching it to the

countries with the lowest technical complexity
B. An iterative-based strategy to maximize value by releasing the product to each country as it is finalized and ready for release in that country
C. A quality-based strategy to maximize post-market adoption by releasing the product to the countries with the lowest probability of reporting field issues
D. A financial-based strategy to reduce the roll-out effort and costs by planning a single, bundled release to all countries at the same time

Correct Answer: B

QUESTION 23

An agile project team is looking to develop quality standards for a project How should the project manager coach the team?

A. Determine the tools and techniques suitable for the project and ensure that testing is done early and continuously.
B. Inform the team that user acceptance testing is required to ensure that the product owner accepts the solution
C. Insist that test-driven development is implemented along with the automated testing
D. Ensure that the definition of done (DoD) is provided when the product owner agrees that all acceptance criteria have been met for the user story

Correct Answer: C

QUESTION 24

A project needs to purchase a specific piece of equipment, as stated in the
project documents and approved by the project sponsor. The procurement division is
questioning the need to buy the specific brand of equipment and has suggested buying a cheaper alternative instead.
What should the project manager have done earlier in the project to ensure the purchase of the specific equipment?

A. Communicated the project charter to the procurement division
B. Included a procurement division member on the project team
C. Reminded the project sponsor about the procurement division's reputation
D. Communicated the project management plan to the procurement division

Correct Answer: A

QUESTION 25

Discuss the options with the client as part of the change control processDuring the third iteration, the team encounters a major delay that has not had significant improvements over the last few weeks What should the project manager do?

A. Retrospect frequently and suggest improvements.
B. Incorporate a predictive approach for this element.
C. Implement mitigation strategies for this element
D. Request additional team members to help with improvements

Correct Answer: A

QUESTION 26

During daily calls team members share task progress One team member does not usually communicate many details and has critical tasks to be completed All team members are located in different countries and critical work is about to start Which two options will help the project manager in this situation? (Choose two)
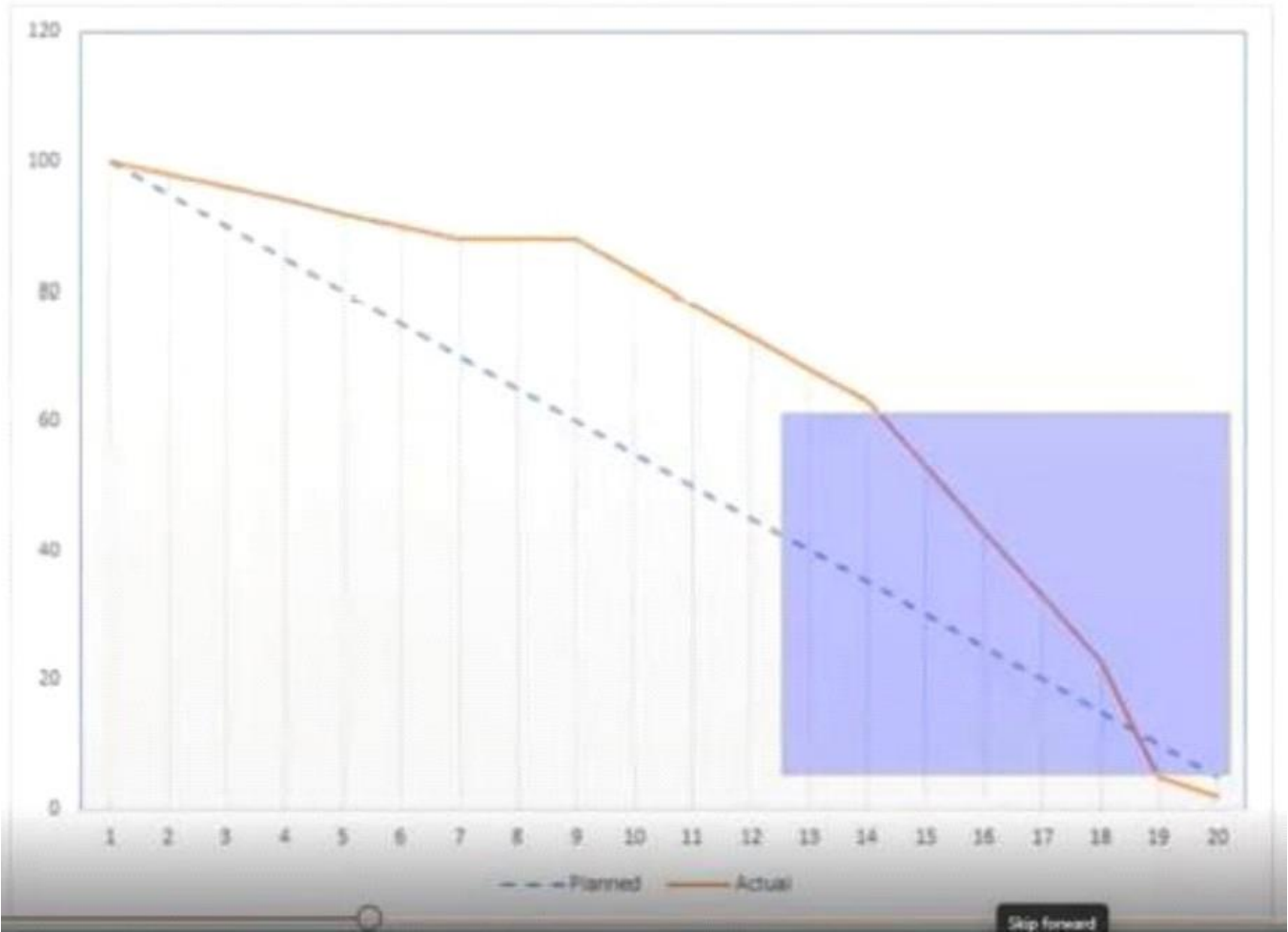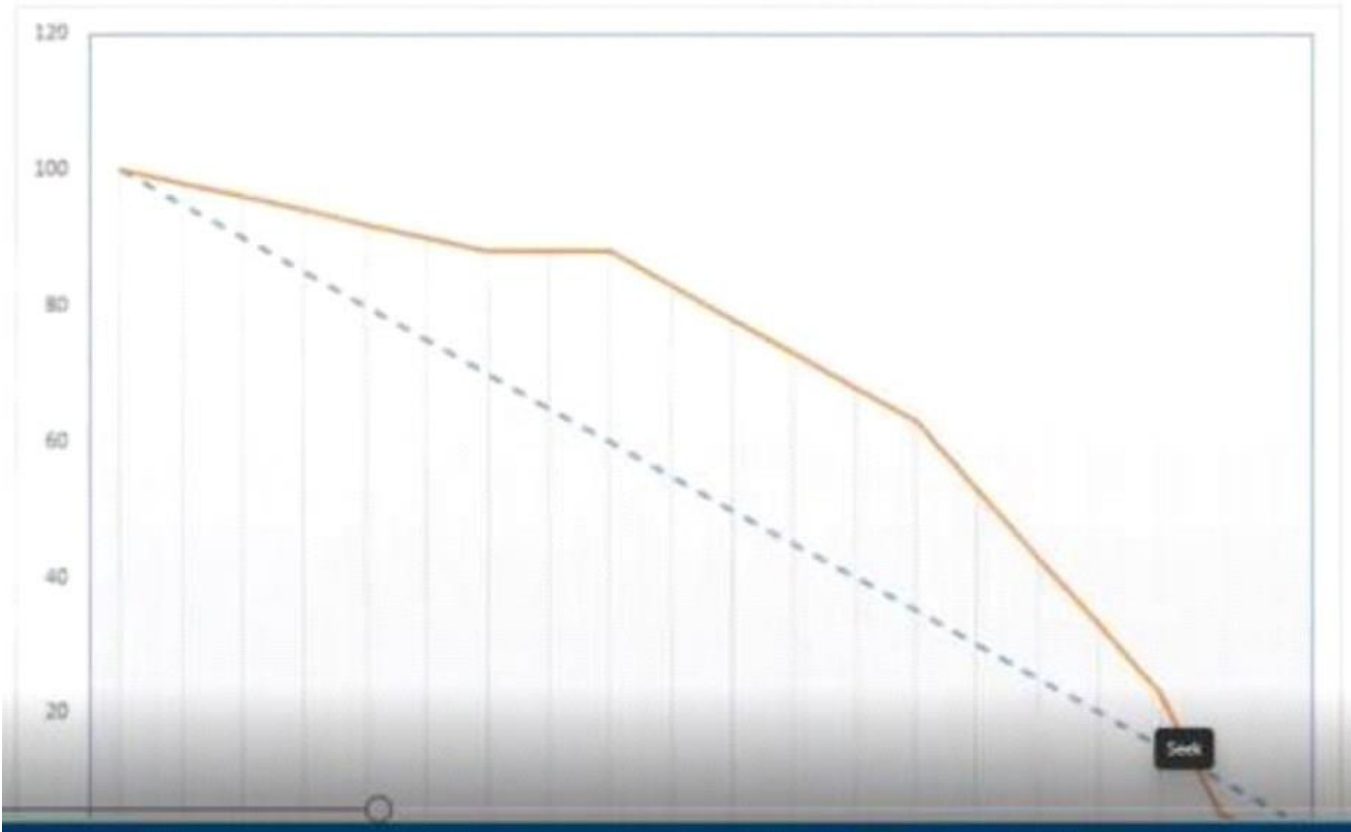
A. Encourage all team members to use a virtual workspace
B. Ask the team to send emails with detailed task progress
C. Talk to the team member about their engagement and take appropriate action.
D. Reassign the work to a resource who participates in the daily calls
E. Report the team member's poor performance to the functional manager
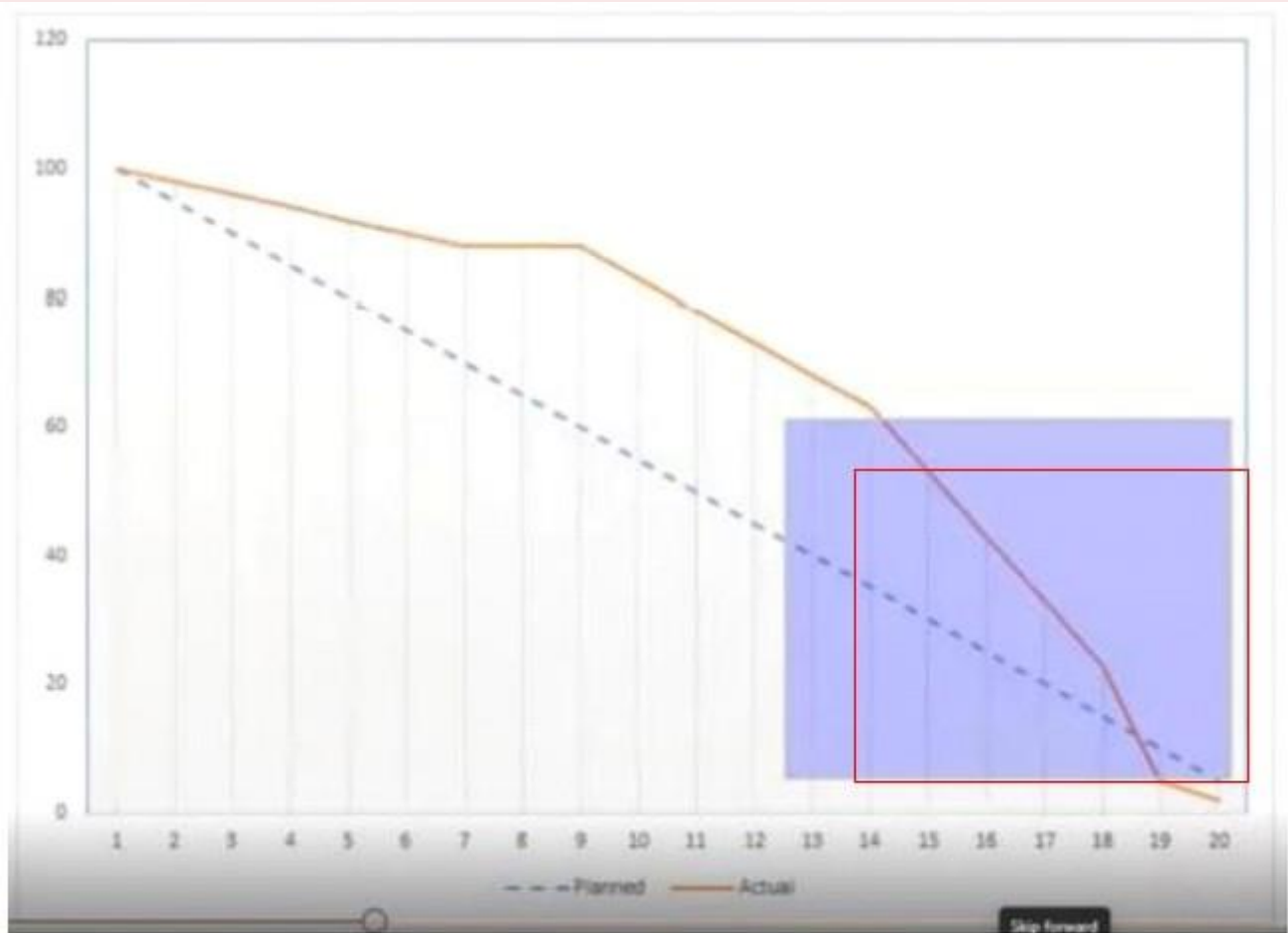
Correct Answer: A,C

QUESTION 27

A project team is conducting a retrospective. The team wants to identify what had
a positive impact on the velocity and keep doing it.
Click on the area that the team should focus on to identify good practices.

Correct Answer:

QUESTION 28

The project is delayed due to the high amount of major changes requested by different stakeholders at different stages of the project If the project continues on the same path, it will consume twice the time and budget planned.
What two actions can the project manager take to be more cost effective? (Choose two)

 A. Conduct a stakeholder analysis.
 B. Reinforce team communication.
 C. Update the project management plan with the new timeline
 D. Adopt an incremental approach
 E. Leverage work between team members

Correct Answer: A,D

QUESTION 29

A marketing team is planning for a multiyear initiative that will include a lot of cross-functional

stakeholders The project manager has been assigned and is now in the project planning phase
What item(s) should the project manager develop first?

A. A product backlog and identification of the features to be delivered
B. A business case and scope document
C. A communications management plan that addresses the team's needs
D. A risk management plan to incorporate known risks

Correct Answer: C

QUESTION 30

A project manager has been using predictive methodology for more than 10 years and is switching to an agile project. The team members have not previously worked together. After two sprints of work, the team has not achieved any outcome and there is a lot of pressure to get work done
What kind of leadership style should the project manager use at this stage?

A. A directive style that makes decisions for the group to reach early outcomes
B. A leadership style that coaches people who want help and fosters greater team collaboration
C. A passive leadership style that allows the team to self-organize until the norming stage is reached
D. A democratic style that uses techniques where majority opinion prevails

Correct Answer: D

QUESTION 31

A team has different ideas on how to address a feature of a product under construction and; although the sprint began two days ago, they have still not reached a consensus. What should the project manager do?

A. Ask the product owner, who is the key stakeholder, to choose among the different ideas.
B. Propose ideas to the group, ask everyone to vote, and then choose the most popular idea
C. Schedule a session to give everyone the chance to express their opinions about each idea, then vote and decide.
D. Offer an opinion about the pros and cons of each idea and try to reach a consensus in a facilitated meeting

Correct Answer: C

QUESTION 32

A project manager has been assigned to a project and receives the project charter from the project management office (PMO) The document is very clear about customer requests During Project Scope Management some requirements seem to be different from the ones specified within the project charter
What should the project manager do?

A. Modify the baseline of the project for minor impact changes to the project scope
B. Use a focus group and brainstorming sessions to gather more details about the project scope
C. Register the changes in the configuration management plan and send it to the change control board (CCB).
D. Explain to the sponsor that these requests could endanger the schedule and cost of the project

Correct Answer: D

QUESTION 33

An international client contacted a software development company to build out a software product, and an agile project manager was assigned. At one of the review meetings, the client complains that a feature mentioned at the initial debriefing was not implemented.
What should the project manager do?

A. Include the mentioned feature in the prioritized requirements list.
B. Assign a team member to immediately start working on that feature.
C. Review the original project documentation to confirm.
D. Treat it as a change request and assess the effect on the project's goals.

Correct Answer: C

QUESTION 34

A project manager is working on a software development project. A team member complains that since the project tasks are very simple, there is no reason to perform quality control The project manager understands that removing the quality management plan from the project will also help to save money, which is important to the customer
What should the project manager do?

A. Register starting the project without a quality management plan as a risk, and allocate the budget savings to the management reserve
B. Develop the quality management plan, as quality is as equally important as cost and schedule management.
C. Get confirmation from management that the team member has enough experience to build software without quality control

D. Ask the customer to order an external quality audit after accepting the project deliverable, and
    decrease the budget of the project

Correct Answer: B

QUESTION 35

A project manager for a building construction project is planning to go on vacation
midway through the project execution phase. What should the project manager do first to
ensure the team is empowered and deadlines are met?

A. Allow the team to make decisions to stay on schedule.
B. Postpone the vacation to a different time.
C. Ask the project sponsor to make any necessary decisions.
D. Analyze the impacts and create a plan for team decision making

Correct Answer: D

QUESTION 36

A new team member inquires about how much they need to learn about the organizational process
assets (OPAs) residing on the company intranet. Another team member states they only need to know
the basics. However, the project manager believes the team member should know everything
regarding the OPAs.
What should the project manager do?

A. Create a training schedule for the new team member to follow over the next few weeks.
B. Escalate the inquiry to the team member's functional manager
C. Clarify the relevance of reviewing the documentation on the intranet.
D. Ask a senior team member to help the new team member navigate through all the documentation.

Correct Answer: C

QUESTION 37

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.

Correct Answer: D

QUESTION 38

A project manager is in the process of creating a strengths-based team and is organizing a series of workshops to identify and document the strengths of each project team member. During this session, there are multiple team members who are not actively participating. These meetings are becoming futile due to a lack of participation.
What should the project manager do?

A. Have a one-on-one discussion with each team member to emphasize their individual talents.
B. Document the behavior of the team members and highlight it during their performance reviews.
C. Identify the team members who are not participating and reprimand them.
D. Explain the benefits of the approach and the effects of positive psychology.

Correct Answer: D

QUESTION 39

During a project planning meeting, the customer is not sure how to build a brand new product and is worried about extra costs and work.
The customer is asking the project manager for guidance.
What should the project manager do?

A. Wait to start the project execution phase until all requirements and acceptance criteria are clear.
B. Ask the customer to include all of the requirements in the project charter to officially start the project planning phase.
C. Schedule a brainstorming session and select the top ten most important requirements.
D. In the planning meeting, focus on releasing a minimum viable product (MVP) quickly and getting feedback from the end users.

QUESTION 40

The project sponsor of a major initiative is consistently changing the prioritization of modular work packages The team is used to three week sprints and is becoming increasingly frustrated with the daily changes in scope>
What should the project manager do?

A. Move to a Kanban strategy so that work can be reallocated more easily
B. Decrease the sprint cycle to the average repriontization request by calculating it in days
C. Set up a meeting with the project team and ask for their opinion on what to do
D. Set up a meeting with the sponsor to explain the importance of keeping a strict sprint cycle

QUESTION 41

A project manager is assigned to a project related to taxes, which will be managed
using an agile approach. By reviewing lessons learned from a previous project, the project
manager discovers that a key stakeholder is an expert on taxes and is willing to help.
How should the project manager leverage this information?

A. Recognize the stakeholder's skills are important for the project and evaluate the possibility of the stakeholder supporting the project team.
B. Request the functional manager to assign the team from the lessons learned project to the current project to avoid a learning curve.
C. Ask the project team to review the lessons learned and have the team contact the stakeholder directly if there are any questions.
D. Send a request to the project sponsor to hire the stakeholder and have them become part of the project team.

QUESTION 42

At the end of a project, the project manager is asked to submit project documentation for an internal audit in response to regulatory requirements. What should the project manager have done at the beginning of the project to ensure that project documentation would
fulfill these requirements?

A. Conducted a document review
B. Confirmed documentation requirements with stakeholders
C. Updated the project templates
D. Implemented a new change control policy

Correct Answer: B

QUESTION 43

During the development of a product, the project manager observes conflicts between project stakeholders, resulting in deliverable and output approval delays On which area should the project manager focus?

A. Revisiting the project management plan to ensure deliverables are on time
B. Increasing the frequency of project update meetings to keep stakeholders informed
C. Revisiting the stakeholder engagement plan, focusing on specific overlooked stakeholders
D. Reviewing the business case and identifying gaps within scope

Correct Answer: D

QUESTION 44

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.

Correct Answer: C

QUESTION 45

A project manager just started managing agile projects The project manager realizes that due to the lack of a clear definition of project objectives and definition of done (DoD) their colleague's projects have had many difficulties Sponsors keep asking for more features and the projects have yet to be completed

What should the project manager do to avoid these issues?

A. Arrange meetings to ensure every necessary task to complete the project is included in the project management plan
B. Convince the project sponsor to incorporate quality experts so the product can be tested and accepted as completed.
C. Convince the product owner to approach the team and look for options to find a solution to the problem
D. Schedule meetings with key stakeholders to build the agile project charter and set clear expectations for the project

Correct Answer: D

QUESTION 46

A project manager writes to the receiving organization to inform them that all acceptance activities are completed with success and it is time to initiate handover. The receiving manager replies that the team will not be ready for the handover procedure for another two weeks.

What should the project manager do?

A. Deliver to the receiving manager on time, who can then make a knowledge transfer to their team.
B. Inform the project sponsor of the two-week delay and replan activities to minimize delays.
C. Request that the receiving manager issue a change request to prolong the project by two weeks.
D. Issue an internal change request to secure the resources for an additional two weeks.

Correct Answer: A

QUESTION 47

A new project manager is assigned to a project midway through its implementation During the first risk review meeting, the project manager notices that the version of the risk register used by the project team members is different from the one the project manager is using

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

A. Referred to the communications management plan
B. Validated the issue log
C. Validated the project artifacts
D. Performed expert judgment

Correct Answer: C

QUESTION 48

A project manager is leading a project that is in the execution phase. During a team meeting, the project manager realizes that there are two team members who lack the technical skills required for some of the upcoming tasks.
What should the servant leader project manager do next?

A. Recommend to the team members to upskill themselves on the requirements for the project
B. Discuss with the human resource (HR) manager about the possibility of changing team members.
C. Inform the sponsor about a possible delay due to the lack of skills in the team.
D. Explore a training program that is within the project budget for the team members.

Correct Answer: D

QUESTION 49

A new agile project manager is trying to determine how the team is performing against the schedule for a release. Which tool will provide a deeper look into the team's progress?

A. Release plan Sy
B. Product roadmap
C. Kanban board
D. Burndown chart

Correct Answer: D

QUESTION 50

The project manager of a large construction project discovers that the blueprints received from the client appear incomplete. What should the project manager do first?

A. Reschedule the project execution date.
B. Continue project execution using the current blueprints from the client.
C. Escalate this issue to the project sponsor
D. Consult with the client to determine if project execution should be continued.

Correct Answer: D

QUESTION 51

During a documentation audit of an international company it was identified that the last version of the project schedule was from one month ago even though the project manager knew it was recently updated How should the project manager have handled documentation for the project?

A. Updated the project management plan regularly and had it securely shared with all stakeholders
B. Assigned a project team member to ensure all project documentation was updated
C. Reviewed the risk register to identify a response plan for the audit
D. Kept documentation in the project management information system (PMIS), and shared it with appropriate stakeholders

Correct Answer: A

QUESTION 52

As part of the strategic plan, a company decides to implement a new software platform to manage a centralized document repository. Some requirements are clear and some need more detail.
What should the project manager do first to decide how to manage this project?

A. Select a predictive development life cycle based on the team's experience
B. Determine the most appropriate life cycle approach for the project
C. Register all requirements into a backlog for further detailed analysis.
D. Split the requirements, put them into two separate projects, and apply different approaches

Correct Answer: A

QUESTION 53

A project manager receives a voicemail from a business analyst on the project team The business analyst indicates that an internal stakeholder is upset that they were not included before the project began The stakeholder is asking for an addition to the requirements traceability matrix
What should the project manager do to improve the stakeholder relationship?

A. Consult the project scope document to make sure the addition is in scope
B. Update the stakeholder engagement plan to ensure the stakeholder is included in the project stakeholder list
C. Initiate a project change request so the change control board (CCB) can decide if it is in scope
D. Engage the stakeholder to solicit more information before responding to the request

Correct Answer: D

QUESTION 54

A software project using an agile approach is facing quality issues with every release, generating many production problems. What should the project manager do to fix the problem and improve the quality?

A. Seek extra funding approval with the sponsor to replace junior team members for more experienced ones
B. Create a reward system granting incentives to the team members who are able to catch more defects
C. Hire an external company to add an additional layer of testing, making sure that the final product is well inspected before releasing.
D. Use the retrospective meeting to better understand the root cause of the quality problems and put together a plan with the team to address the problems

Correct Answer: D

QUESTION 55

A company has always acquired very specialized services from local companies for its projects. During the planning stage for a regulatory project, the project manager is informed that local vendors would not be able to operate due to an unexpected major event. There is an option to hire the same services from companies in other countries.
What should the project manager do in this situation?

A. Plan to execute the procurement tasks in a virtual environment.
B. Review organizational process assets (OPAs) for similar projects.
C. Create a change request to extend the duration of the project.
D. Ask the project sponsor to put the project on hold.

Correct Answer: A