

QUESTIONNAIRE REPORT SHEET

iPQ1PMP V1.1

iPQ.No	Correct Answer	Points	Explanation
1PMP001	2	2	Answer = 2 Requirements documentation Explanation: Intellectual property rights are included in the Requirements documentation alongside other non-technical requirements. (PMBOK Guide) - Sixth Edition, Project Management Institute Inc., 2017 - 485 pages.
1PMP002	4	2	Answer = 4 Performing Explanation: In the Performing phase, Leader delegate authority. Leadership styles at each rung of the Tuckman hierarchy are as follows: Developing –Directive, Storming –Coach, Norming – Facilitator Execution - delegation, adjournment - reassurance and communication. (PMBOK Guide) - Sixth Edition, Project Management Institute Inc., 2017
1PMP003	3	2	Answer = 3 Utilize an Impact and Probability matrix Explanation: Assessment of Risk Probability considers the likelihood that a particular risk will materialize. The assessment of risk impact evaluates the potential impact on project objectives such as cost, schedule, quality, and performance. Option C, which is also a useful tool for the process of Perform Qualitative Risk Analysis, is the best option out of those provided. (PMBOK Guide) - Sixth Edition, Project Management Institute, Inc., 2017 - 423,425 pages.

iPQ.No	Correct Answer	Points	Explanation
1PMP004	2	2	Answer = 2 Suppliers and regulatory agencies Explanation: (PMBOK Guide) - Sixth Edition, Project Management Institute Inc., 2017 - 550 pages.

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1PMP005	3	2	Answer = 3 Requirements Documentation Explanation: The preceding scenario indicates that the Project Team is performing Scope control and is participating in the Control Scope procedure. Option D is rejected outright because it is not a valid input for the Control scope process. A, B, and C are inputted into the Control Scope procedure. Option A - Scope baseline is incorrect because it aids in conducting a Plan vs. Actual analysis to determine if corrective or preventative action is required. Option B - Requirements Traceability Matrix is also incorrect because it aids in identifying the impact of any deviation from the scope baseline on the project's objectives. Here, the Project Manager should review the Requirements Documentation to identify any deviations from the agreed-upon project scope or product. The Requirements documentation explains how individual requirements satisfy the business need (agreed-upon project scope) for the undertaking. Therefore, among all options, option C is the optimal response. (PMBOK Guide) - Sixth Edition, Project Management Institute, Inc., 2017 - 169 pages.

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1PMP006	1	2	Answer = 1 TRUE Explanation: PMP benefits. CIO magazine named the PMP the top project management certification in North America because it shows employers that you have the skills, dedication, and ability to perform at the highest levels.
1PMP007	1	2	Answer = 1 Before allocating funds, the project manager should evaluate the training's effectiveness Explanation: In this case, the question states that the project manager has already allocated training resources. Prior to allocating resources for training, competence is assessed. So, Option B is incorrect. A test plan or test strategy document may require review, but it has nothing to do with post-training project resource allocation. Consequently, Option C is also incorrect. Hiring an expert is a good practice, but it has no relevance to the question's context. Therefore, option D is also excluded. It is essential to measure training outcomes to ensure that team members are adequately trained. This task must be completed after the start of the training program. Task 5 in the People domain provides similar support. Therefore, among all choices, option A is the optimal response. Page 4 of the PMI® PMP Examination Content Outline for January 2021.

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1PMP008	4	2	Answer = 4 Examine the plan for change management Explanation: The Change Management Plan provides direction for managing the change control process and documents the Change Control Board's (CCB) roles and responsibilities. In addition to defining each committee member's role and level of authority within the group, the change management plan specifies committee rules and decision-making procedures. It also specifies the minimum number of votes required to pass, who has the power to break ties when voting on change requests, and who may in some instances have the authority to overrule the committee. (PMBOK Guide) - Sixth Edition, Project Management Institute Inc., Pages 116 and 120, 2017
1PMP009	3	2	Answer = 3 Time-boxing Explanation: Time-boxing helps to reduce scope creep by requiring teams to process essential features first, followed by additional features as time permits. (PMBOK Guide)—Sixth Edition, Project Management Institute, Inc., 2017:182.
1PMP010	4	2	Answer = 4 The agreement contains explicit termination clauses (termination for cause or for convenience) Explanation: Generally, a contract is terminated by mutual agreement. However, the buyer may accept the call if expressly permitted by the agreement. Choices A and B illustrate termination for cause, while Choice C illustrates termination for convenience.

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1PMP011	3	2	Answer = 3 Weak-matrix structure Explanation: In a weak matrices organization, the authority of the PM is the weakest among those specified above. In order to be successful as a project manager, the project manager must utilize their influencing skills effectively. Moreover, any matrix organization has two direct reports. (PMBOK Guide)—Sixth Edition, Project Management Institute, Inc., 2017:350.
1PMP012	1	2	Answer = 1 TRUE Explanation: The PMI created the PMP Certification to honor project managers who have demonstrated their proficiency in managing projects successfully. PMI is the world's foremost authority on project management.
1PMP013	3	2	Answer = 3 CPAF Explanation: An award fee depends on the client's satisfaction and is evaluated subjectively. The award fee cannot be contested. Therefore, among the given options, C is the best response. (PMBOK Guide)—Sixth Edition, Project Management Institute, Inc., 2017; 472 pages

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1PMP014	1	2	Answer = 1 Bring an expert in technical matters Explanation: The question emphasizes resolution rather than documentation. As stated in the question, recording in the issue log may be the first step the project manager should take, but it will not resolve the issue. D could have been the answer if the question had asked what the project manager should do first. Therefore, A is the best option among those provided. 113–116 in (PMBOK Guide): Sixth Edition, Project Management Institute Inc., 2017
1PMP015	2	2	Answer = 2 Please consult the project charter Explanation: It is specified in the project charter who will sign off on the project. Sixth Edition, Project Management Institute Inc., 2017
1PMP016	1	2	Answer = 1 TRUE Explanation: Each test question can be connected to actual project management experiences because the PMP exam was developed by project leaders for project leaders.

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1PMP017	1	2	Answer = 1 Interviewing Explanation: The Delphi Method is not included in PMBOK6, so it is not the best solution. The best response is interviewing, which can be conducted with both individuals and groups. In addition, the Delphi method is limited to technical risks, whereas interviews address risks in detail and engage stakeholders. (PMBOK Guide): Sixth Edition, Project Management Institute, Inc., 2017 2009, Project Management Institute Inc.'s Practice Standard for Project Risk Management
1PMP018	4	2	Answer = 4 When he considers rewards and recognition during team development Explanation: Project Management Institute Inc., 2017; page(s): 341
1PMP019	4	2	Answer = 4 In-person meetings Explanation: Face-to-face meetings are the most effective method for communicating and resolving issues with stakeholders because they are interactive. Sixth Edition, Project Management Institute Inc., 2017, Page(s): 371.
1PMP020	2	2	Answer = 2 Risk Report Explanation: During closing, the risk report should be reviewed to determine whether any risks remain open. Sixth Edition, Project Management Institute Inc., 2017; 125 pages.

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1PMP021	2	2	Answer = 2 Examine the Communication Management Plan and instruct the team to cease using this platform Explanation: According to the scenario presented in the question, unofficial communication platforms should not be utilized because they are not included in the communication management plan. The project manager must prevent and safeguard processes at the project level. The project manager must review the communication management plan and direct the team to utilize the communication platform outlined in the plan. (PMBOK Guide)—Sixth Edition, Project Management Institute Inc., Page(s) 377, 2017.
1PMP022	2	2	Answer = 4 Advertising Explanation: Advertising is an effective method for expanding existing seller lists. To achieve this, advertisements can be placed in publications with a wide readership. (PMBOK Guide)—Sixth Edition, Project Management Institute, Inc., 2017: 487 pages.
1PMP023	1	2	Answer = 1 TRUE Explanation: Project Management Institute (PMI) is the leading professional association for project management and the authority for a growing global community of millions of project professionals and project management users. These professionals and "changemakers" improve businesses, communities, and society worldwide.

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1PMP024	2	2	Answer = 2 Fast forwarding Explanation: In test-driven development, test cases are created before any coding is performed. In this scenario, it makes little sense to have finish-to-start dependencies in an adaptive environment if you are employing adaptive development. Fast tracking is a schedule compression technique in which sequential activities or phases are performed in parallel for at least a portion of their allotted time. (PMBOK Guide)—Sixth Edition, Project Management Institute Inc., 2017: 215 pages.
1PMP025	4	2	Answer = 4 After the initial iteration of the process of stakeholder engagement, business documents serve as sources of information regarding the project's stakeholders Explanation: (PMBOK Guide)—Sixth Edition, Project Management Institute Inc., 2017
1PMP026	2	2	Answer = 2 FALSE Explanation: PMI is a not-for-profit, for-purpose organization that works in nearly every country to advance careers, strengthen organizational success, and equip project professionals and changemakers with new skills and methods to maximize their impact.
1PMP027	4	2	Answer = 4 Implement integrated change management Explanation: Any baseline-related changes (in this case, the schedule baseline) must be approved via the Perform Integrated Change Control process. Sixth Edition, Project Management Institute Inc., 2017; Page(s): 223.

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1PMP028	4	2	Answer =4 Risk Management Plan Explanation: A risk management plan describes how risks will be managed throughout the life cycle of a project. (PMBOK Guide)—Sixth Edition, Project Management Institute, Inc., 2017; 405 pages
1PMP029	4	2	Answer = 4 Explain to the stakeholder the significance of the Scrum philosophy and ensure he understands that no changes can be made that would compromise the sprint goal Explanation: During a sprint, no changes that endanger the sprint goal are made. The product owner can add new requirements to the product backlog and schedule a backlog refinement meeting to determine the priority of product backlog items (including new requests) to be considered for upcoming iterations. Choice A is incorrect. Never stated that the current sprint objective is ineffective. Cancelling the Sprint solely to appease an influential stakeholder seems illogical. Option B is false. The development team should concentrate on the sprint's current objective. The servant leader must oversee the development process and shield the team from any obstacles. Even if new requirements are introduced in the middle of a sprint, the team should not take any actions that could jeopardize the sprint's objective. It is preferable to add these requirements to the product backlog and prioritize their implementation in subsequent iterations. Option C is improper. Extending the duration of a current sprint is contrary to the Scrum philosophy and is never advised. The servant leader (scrum master) is responsible for removing any barriers between stakeholders and scrum teams. The Scrum Master is responsible for coaching and training the entire organization on Scrum adoption. He should educate the stakeholder on the Scrum philosophy and the adoption of the empirical approach in Scrum, as well as the reasons why his changes cannot be implemented in the current sprint. scrumguides.org/docs/scrumguide/v2020/2020-Scrum-Guide-US.pdf, Page 7. Agile Practice Guide: Project Management Institute Inc., 2017, Page(s): 101

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1PMP030	2	2	Answer = 2 Acknowledged Explanation: 2017 Page(s): 373
1PMP031	1	2	Answer = 1 Norming Explanation: During the norming phase, the members of the project team begin to work together and adjust their work habits and behaviors to support one another. Project Management Institute Inc., 2017; 338 pages.
1PMP032	3	2	Answer = 3 Organize a meeting between the project participant and the product owner Explanation: The product owner is responsible for directing the product's features and functionality, as well as its cost and schedule. A and D are incorrect because Agile projects do not follow the formal change control procedure that is followed in projects with a predictive life cycle. An agile team is comprised of cross-functional team members who are responsible for completing the project without reliance on external resources. However, the team is unable to determine the product's direction, so Option B is also incorrect. According to the scenario described in the question, the scrum master should arrange a meeting between the project stakeholder and the product owner. The product owner is ultimately responsible for the final product that is created. Typically, the product owner collaborates with customers and teams to establish and maintain product direction. Therefore, among the given options, option C is the best response. Agile Practice Guide: Project Management Institute Inc., 2017, Page(s): 40,41

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1PMP033	3	2	Answer = 3 Evaluate on a qualitative basis Explanation: Following identification, the risk must be assessed. Analyzing risk quantitatively is expensive and not feasible for all projects. The qualitative analysis of risk assists the project team in understanding the probability and impact of risk, thereby facilitating the team's risk response planning. A, B, and D are examples of quantitative risk analysis. C is the correct answer among all options. (PMBOK Guide): Sixth Edition, Project Management Institute Inc., 2017
1PMP034	1	2	Answer =1 Forcing Explanation: Here, the project manager must be directive, as this is a matter of discipline. The PM should explain to the team the significance of being on time for meetings. In addition, he must ensure that his teammates are doing the same. (PMBOK Guide)—Sixth Edition, Project Management Institute, Inc., 2017:349 pages.
1PMP035	3	2	Answer = 3 Business Plan Explanation: A business case is created by conducting a cost-benefit analysis with the project's key stakeholders and includes information about the project's financial success factors. (PMBOK Guide)—Sixth Edition, Project Management Institute, Inc., 2017; 251 pages.

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1PMP036	1	2	Answer = 1 Accept the submission Explanation: The question states that the vendor has completed the work according to the contract's technical specifications. Therefore, the seller has satisfied the acceptance criteria outlined in the agreement's terms and conditions. Seller has met the acceptance criteria outlined in the terms and conditions of the agreement. Realistically, you would negotiate a new or amended contract with the vendor in order to better align the deliverable with your specifications. However, negotiation was not included among the answer options. Therefore, among all available options, accepting the deliverable is the most appropriate response to the posed question. (PMBOK Guide)—Sixth Edition, Project Management Institute, Inc., 2017; 499 pages.
1PMP037	1	2	Answer = 1 Submit a request for change to revise the cost baseline Explanation: The question implies that a middleware version change triggered the Implement Risk Responses process during project execution. In this instance, however, the scenario reveals that management reserves are required to restart project execution. Transferring funds from management reserves into the cost baseline requires an approved change request given that management reserves are not included in the cost baseline. Once the necessary portion of management reserves has been released and transferred to the cost baseline, the project manager can access the funds as part of the cost baseline and resume project execution. Sixth Edition, Project Management Institute Inc., 2017, Pages 254–255, 451.

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1PMP038	3	2	Answer = 3 The Log of Assumptions Explanation: As part of the process to Monitor Risks, a risk review meeting is held. This process causes the risk register, assumption log, and issue log to be updated. The question describes a scenario whose outcomes may need to be documented in some or all of these project deliverables. The assumption log, also known as the assumptions and constraints log, is a project document used to record all assumptions and constraints throughout the project's life cycle. Therefore, option C appears to be the best response. (PMBOK Guide)—Sixth Edition, Project Management Institute, Inc., 2017; 458 pages.
1PMP039	4	2	Answer = 4 The cost baseline consists of the total cost of all control accounts and the management reserve Explanation: (PMBOK Guide)—Sixth Edition, Project Management Institute Inc., 2017, p. 264–265.
1PMP040	2	2	Answer = 2 The cost of conformity Explanation: (PMBOK Guide)—Sixth Edition, Project Management Institute, Inc., 2017

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1PMP041	3	2	Answer = 3 Assigning Members to a Project Group Explanation: The project team assignment is a record of the team members and their responsibilities for the project. Choice A: WBS (incorrect): WBS is the hierarchical breakdown of the total scope of work that the project team must complete. It is missing information from the Project Team directory. Choice B: incorrect RACI chart A RACI chart depicts the level of participation of each stakeholder in a given task. Choice C: Assigning Project Teams (Correct) The team assignments for the project specify which resources are assigned to each activity. It is a document for the project that lists the team members and their roles and responsibilities. It may also include the directory of the project team. Calendar of Resources is the incorrect selection A resource calendar contains information regarding the project's resource availability. It lacks details about the roles and responsibilities of team members. Project Management Institute Inc., 2017
1PMP042	2	2	Answer = 2 Empathic Intelligence Explanation: Successful project managers with excellent interpersonal skills possess exceptional emotional intelligence. (PMBOK Guide)—Sixth Edition, Project Management Institute, Inc., 2017:349 pages.

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1PMP043	1	2	Answer = 1 Purchase Statement of Work Explanation: Some individuals may confuse A and B. Prior to the signing of the contract, the payment schedule is included in the procurement SOW. After the contract is signed, the information is included in the agreement. Therefore, among all options, A is the best solution. (PMBOK Guide)—Sixth Edition, Project Management Institute, Inc., 2017; 481 pages
1PMP044	2	2	Answer = 2 Project Closure Documents Explanation: In project closure documentation, the reason for termination is documented. Project Management Institute Inc., 2017; 128 pages.
1PMP045	2	2	Answer = 2 Engage the SQZ vendor in a trial engagement Explanation: Trial engagement is a modern trend in procurement management, in which buyers occasionally engage with sellers temporarily or on a trial basis before assigning them a substantial portion of work. It aids the buyer in determining whether the seller is compatible with his or her organizational culture. In this scenario, among the available options, B is the best choice. D is also a viable option, but it may be time-consuming. (PMBOK Guide)—Sixth Edition, Project Management Institute, Inc., 2017; 464 pages

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1PMP046	2	2	Answer = 2 The project charter is regarded as a legal agreement Explanation: There is no consideration or money exchanged in the creation of a project charter; therefore, it cannot be considered a contract. (PMBOK Guide)—Sixth Edition, Project Management Institute Inc., 2017: 77 pages.
1PMP047	3	2	Answer = 3 Transference Explanation: The risk has been transferred to a third party in this instance. (PMBOK Guide)—Sixth Edition, Project Management Institute, Inc., 2017; 443 pages
1PMP048	4	2	Answer=4 Remove the project's contingency reserve from the budget Explanation: If the identified risks do not materialize, the unused contingency reserve can be removed from the project budget in order to free up funds for other projects or operations. Project Management Institute Inc., 2017 Page(s): 202, 254, 439, 443.
1PMP049	2	2	Answer = 2 The application of gold plating Explanation: This is an additional classic instance of gold plating. The team's primary objective is to meet customer requirements without exceeding them. Not recommended is working four extra hours without a change request.

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1PMP050	3	2	Answer = 3 Prototype Explanation: Prototypes permit stakeholders to test models of the final product or requirement. (PMBOK Guide)—Sixth Edition, Project Management Institute Inc., Page(s) 147, 2017.
1PMP051	3	2	Answer = 3 Tornado Diagram Explanation: Tornado diagrams are a specialized type of bar chart in which the data categories are presented vertically rather than horizontally. This diagram is useful for comparing the relative significance of variables in a deterministic sensitivity analysis. According to the scenario described in the question, the project manager must conduct a sensitivity analysis to determine which project risks pose the greatest potential impact on the project's outcomes. A tornado diagram is a common method for displaying the results of the sensitivity analysis for the scenario described previously. Therefore, among the available options, option C is the best option. Project Management Institute Inc., 2017
1PMP052	4	2	Answer = 4 Expert judgment Explanation: Expertise in an application domain, knowledge domain, discipline, industry, etc., as applicable to the task at hand, informs expert judgment. Any group or individual with specialized education, knowledge, skill, experience, or training may provide such expertise. Inclusion of representatives from multiple departments in the evaluation of seller proposals is an illustration of the use of expert judgment. (PMBOK Guide)—Sixth Edition, Project Management Institute Inc., Page(s) 487, 2017.

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1PMP053	3	2	Answer =3 At the start of every phase Explanation: (PMBOK Guide)—Sixth Edition, Project Management Institute Inc., Page(s) 86, 2017.
1PMP054	2	2	Answer = 2 Register the threat in the risk register Explanation: The risk register is the central repository for planned risk responses and a directory of risk owners. Whenever a new risk emerges in a project, the first step is to immediately record it in the risk register. (PMBOK Guide)—Sixth Edition, Project Management Institute Inc., Page(s) 417, 2017.
1PMP055	2	2	Answer = 2 Establish a "one-team" mentality to ensure that members of the project team understand one another's contributions Explanation: According to the scenario presented in the question, options A and B are comparable. Choice A is applicable to all project teams and is one of the common aspects of team development. Option B is the superior option here. The project manager should prioritize establishing a "one-team" mentality and developing other enablers that integrate skills, capabilities, and processes to ensure that project team members understand how everyone contributes to the project. Seventh Edition, Project Management Body of Knowledge, Project Management Performance Domains, Page 19.

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1PMP056	2	2	Answer = 2 Stakeholder Register Explanation: Here, the scenario indicates that the project manager is identifying potential risks. As an input to the Identify Risks process, the Stakeholder Register contains the information of individuals who will participate in the risk identification process and who are available to act as risk owners. (PMBOK Guide)—Sixth Edition, Project Management Institute Inc., Page(s) 413, 2017.
1PMP057	3	2	Answer = 3 Writing the mind Explanation: Typical data collection methods for the Identify Stakeholders process include questionnaires and surveys, brain writing, and brainstorming. Brain writing is a refinement of brainstorming that allows participants to individually consider the questions prior to the group creativity session. Therefore, the first step in brain writing is to distribute the questions to the participants prior to the creativity session. This procedure will allow the participants to be better prepared, resulting in a more productive meeting than a conventional brainstorming session. Therefore, among the given options, C is the best choice. (PMBOK Guide)—Sixth Edition, Project Management Institute, Inc., 2017; 511 pages.
1PMP058	4	2	Answer =4 External risk Explanation: The proper response is D. Extremely vital for a real-world exam. Sixth Edition, Project Management Institute Inc., 2017, Pages: 406.

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1PMP059	4	2	Answer = 4 Analysis of the relationship between costs and benefits Explanation: Here, the project manager is controlling the available resources. The project manager should conduct a cost-benefit analysis to determine the corrective action in the event of a project deviation when selecting the best supplier. (PMBOK Guide)—Sixth Edition, Project Management Institute Inc., 2017
1PMP060	1	2	Answer = 1 Opposing change Explanation: Resisting change is not a valid interpersonal skill. (PMBOK Guide): Sixth Edition, Project Management Institute Inc., 2017: 144–145, 153, 709.
1PMP061	2	2	Answer =2 The number of iterations or sprints in a release is established by the release plan Explanation: Agile release planning provides an overview of the release schedule based on the product roadmap and product vision for the product's evolution. Since features represent customer value, the timeline simplifies the understanding of the project schedule by indicating which features will be available at the conclusion of each iteration. Specifically, the level of detail the customer desires In the planning phase of a product evolution, the product vision determines the product roadmap, the product roadmap determines release plans, and the release plan determines the number of iterations in a release. Therefore, among all choices, option B is the best response. (PMBOK Guide): Project Performance Domain, Page(s): 61, Seventh Edition

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1PMP062	1	2	Answer = 1 The project is completed ahead of schedule and on budget Explanation: This calculation question requires you to evaluate your project using SPI and CPI. $SPI = EV / PV = \\$15,000 / \\$12,000 = 1.25$; therefore, your project is ahead of schedule. Then calculate $CPI = EV / AC = \\$15,000 / \\$11,000 = 1.36$ to determine whether your project is within or below budget. (PMBOK Guide) - Sixth Edition, Project Management Institute Inc., 2017
1PMP063	3	2	Answer = 3 OPA Explanation: The preceding scenario indicates that the team is performing the Monitor Risks process. Since a new type of technical risk has been identified, the risk breakdown structure (RBS) should be updated with the most recent risk information so that the risk identification checklist for future projects can utilize the revised RBS. The risk breakdown structure is included in the Organizational Process Assets (OPA) that are updated by the Monitor Risks process. C is therefore the best option among the alternatives. (PMBOK Guide)—Sixth Edition, Project Management Institute Inc., Page(s) 458, 2017.
1PMP064	3	2	Answer =3 Issue Log Explanation: The collective term for problems, gaps, inconsistencies, and conflicts is "issues." Problems are documented in the issue log. (PMBOK Guide)—Sixth Edition, Project Management Institute Inc., Page(s) 96, 2017.

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1PMP065	1	2	Answer = 1 Encourage the project team to use a checklist to ensure quality Explanation: A quality checklist is a structured tool used to confirm the completion of a series of required steps. It is a valid data collection instrument utilized by the Manage Quality process. The acceptance criteria outlined in the scope baseline are also incorporated into quality checklists. In this scenario, option A appears to be the best choice among the alternatives. (PMBOK Guide): Sixth Edition, Project Management Institute, Inc., 2017
1PMP066	3	2	Answer = 3 Strategic Impact Explanation: In addition to probability and impact, the project team may also take into account other risk characteristics when prioritizing individual project risks for further analysis. Strategic impact is evaluated in the assessment of other risk parameters in order to analyze risks that affect the organization's strategic objectives. (PMBOK Guide)—Sixth Edition, Project Management Institute Inc., Pages 423–424 (2017).
1PMP067	3	2	Answer = 3 Check the option to introduce it gradually throughout the project Explanation: Due to the fact that the CPI is greater than one and the SPI is less than one, the project is currently under budget but behind schedule. Therefore, among the given options, C appears to be the best choice. You must select the option to terminate the project. This is an example of a crash over time. Therefore, among the given options, C is the best choice. (PMBOK Guide)—Sixth Edition, Project Management Institute Inc., 2017: 215 pages.

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1PMP068	2	2	Answer = 2 Fewer than one Explanation: From a project health perspective, the project appears to be in a healthy state in the scenario described. It is slightly over budget and behind schedule. Since CPI is greater than 1, TCPI should be less than 1 to indicate that the project is in good financial shape. (PMBOK Guide) - Sixth Edition, Project Management Institute Inc., 2017
1PMP069	4	2	Answer = 4 Review the risk register with the team and implement the team member's proposed risk response Explanation: The situation appears to involve a known-unknown risk, for which a risk response plan is already in place. As the team member stated to the project manager, the best course of action in the current scenario is to review the risk register and implement the risk response plan. Sixth Edition, Project Management Institute, Inc., 2017. Pages 449–452.
1PMP070	2	2	Answer =2 Quality Explanation: Any modification to any angle of the iron triangle may have an effect on quality. A, C, and D are incorrect since they correspond to three angles or sides of the iron triangle. They must be maintained in equilibrium, or else the quality will suffer.
1PMP071	4	2	Answer =4 Power, urgency, and legitimacy Explanation: (PMBOK Guide): Sixth Edition, Project Management Institute, Inc., 2017: 513 pages.

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1PMP072	3	2	Answer =3 Utilize the contingency reserves as necessary to achieve the project's goals Explanation: The project manager manages the schedule and cost reserves and has access to the contingency reserves as required to accomplish the project's objectives. Accessing the contingency reserve does not require a formal change control procedure because contingency reserves represent the estimated duration within the schedule baseline. Therefore, choices A and B are incorrect. Option D is unnecessary since PM manages the schedule and cost baseline and the schedule and cost reserve. Option C is the best option among the alternatives. (PMBOK Guide) Sixth Edition, Project Management Institute Inc., 2017, p.

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1PMP073	2	2	Answer =2 The Lead Time Explanation: Option A: Cycle Time is the incorrect selection. Cycle time is the amount of time it takes for the development team to complete a request and deliver it. When a new arrival enters the "in progress" stage and someone begins working on it, the cycle time begins. It does not include the length of time a request was held up by internal or external dependencies. Option B is the correct answer. Lead time is the time between the appearance of a new task in your workflow and its departure from the system. It consists of cycle time and the amount of time the request remained in a pending state due to internal or external dependencies. Response time is the same as reaction time, so Option C is incorrect. time required by the team to accept a request. Burndown Chart (Option D) Incorrect: The burndown chart compares the total amount of effort to the quantity of work for each iteration. It is a graphical representation of the remaining work in relation to the remaining time in the time box. According to the scenario described in the question, the project manager must now assess the external dependencies of all completed works. Lead time represents the duration of pending work for a request. Therefore, among all choices, option B is the best response. Agile Practice Guide, Project Management Institute Inc., 2017, Page(s): 66

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1PMP074	4	2	Answer =4 Ensured that the codes were stored in a centralized database. Explanation: In centralized repositories, code is edited while the user is connected to the server. It maintains a single truth source. If the project implemented a central repository for managing the source codes, other team members would have no trouble gaining access to the source code created by the team member who unexpectedly went on vacation.
1PMP075	1	2	Answer =1 Educate the senior manager on the Scrum methodology and the significance of a multidisciplinary team Explanation: Agile teams are autonomous and cross-functional. They collaborate to deliver value to the business. In a typical agile project, the cross-functional team collaborates to manage the workflow and deliverables. Every iteration, the functional and technical teams collaborate to deliver the increment. One of the Agile principles, "Business people and developers work together daily throughout the project," supports the cross-functional team role. This principle seeks to narrow the divide between the technical, functional, and client business teams. Option C is the best answer among the available choices. Agile Practice Guide, Project Management Institute Inc., 2017, Pages 9–36
1PMP076	3	2	Answer =3 Requirements Traceability Graph Explanation: The question indicates the project manager participates in the Integrated Change Control process. Using the Requirements Traceability Matrix, he or she should assess the impact of the change on the project's scope. (PMBOK Guide)—Sixth Edition, Project Management Institute Inc., Page(s) 116, 2017.

iPQ.No	Correct Answer	Points	Explanation
1PMP077	1	2	Answer =1 Change Log Explanation: Requests for change and their respective statuses are recorded in the change log and communicated to the appropriate stakeholder. (PMBOK Guide)—Sixth Edition, Project Management Institute Inc., 2017; 525 pages.
1PMP078	3	2	Answer = 3 Initially, both team members are responsible for conflict resolution Explanation: Both team members are initially responsible for conflict resolution. If the conflict escalates, the project manager should facilitate a resolution that is mutually acceptable. Project Management Institute Inc., 2017; 348 pages.
1PMP079	2	2	Answer = 2 Progressive Development Explanation: (PMBOK Guide)—Sixth Edition, Project Management Institute Inc., Page(s) 715, 2017.
1PMP080	2	2	Answer =2 Refresh the change log Explanation: After CCB approval, the first step is to log the change in the change log. (PMBOK Guide)—Sixth Edition, Project Management Institute, Inc., 2017; 120 pages.

iPQ.No	Correct Answer	Points	Explanation
1PMP081	1	2	Answer =1 Scope baseline Explanation: The purpose of crashing is to accelerate the schedule without diminishing the project's scope. In this scenario, the proposed change would not necessitate a scope change. In the described scenario, the scope baseline is therefore the exception. (PMBOK Guide)—Sixth Edition, Project Management Institute Inc., 2017:215.
1PMP082	2	2	Answer =2 Team Charta Explanation: The issue at hand concerns ground rules. All ground rules are documented in the team charter, which also contains information about team values, meeting guidelines, team agreements, and so on. (PMBOK Guide)—Sixth Edition, Project Management Institute Inc., 2017:319, 528.
1PMP083	1	2	Answer =1 Encourage the team to apply the Agile principle "Simplicity, the art of maximizing the amount of work not done." Explanation: In accordance with the scenario described in the question, the servant leader should encourage the team to consider the simplest solution to the problem and apply the Agile Principle of "Simplicity, the art of maximizing the amount of work not done." These may aid in reducing the product's level of complexity. Option A is the best answer among the options available. Agile Practice Guide, Project Management Institute Inc., 2017, Page(s): 59

iPQ.No	Correct Answer	Points	Explanation
1PMP084	2	2	Answer = 2 Variability risk Explanation: Variability risks include the possibility that productivity will exceed or fall short of expectations, that the number of errors discovered during testing will be higher or lower than anticipated, or that unseasonable weather conditions will occur during the construction phase. (PMBOK Guide)—Sixth Edition, Project Management Institute, Inc., 2017:398.
1PMP085	3	2	Answer =3 Sole source Explanation: The best option is sole source because it describes a market condition in which only one vendor can provide the required goods or services. A limitation is not a legitimate market condition. Multiple vendors can supply the goods or services your project requires, but you prefer to work with only one. Oligopoly is a market condition wherein the actions of one vendor influence the actions of other vendors. (PMBOK Guide)—Sixth Edition, Project Management Institute, Inc., 2017:473.
1PMP086	3	2	Answer =3 The project manager should set up an e-learning course for his team and monitor their weekly progress Explanation: E-learning content is made accessible to students online and is typically accessed through a web browser. It may include videos with rich media, simulated lab exercises, etc. The project manager must choose the option that best fits the team. For the sake of the team, he should prioritize work-life balance. In the scenario presented in the question, the team is also described as virtual. Consequently, office-based instructor-led training may present a challenge for some team members. A self-paced e-learning course, in which team members can complete the training at their own pace, is therefore the optimal solution.

iPQ.No	Correct Answer	Points	Explanation
1PMP087	3	2	Answer =3 Explain to the development team the significance of the "ready" definition Explanation: The entry criteria for any story in a sprint is based on the definition of "ready," which requires the creation of clear criteria that a user story must meet prior to being committed to an upcoming sprint or iteration. In this scenario, the user story lacks comprehensive functional requirements, indicating that it is not ready to be committed. Also, in this scenario, the product owner agrees and encourages team commitment. It is a bad practice according to Agile, but it depends on the circumstances of the team. The Scrum Master should look for these anti-patterns and help the team understand the significance of the "ready" definition. In this situation, therefore, the best answer is option C.
1PMP088	2	2	Answer =2 Assess the team's velocity by reviewing the burn charts Explanation: Burn charts, such as burnup and burndown charts, can display the team's velocity. Velocity measures the rate of productivity at which deliverables are produced. A burnup chart can track the amount of completed work relative to the amount of expected work. A burndown chart can indicate how many story points remain in an iteration. Agile Practice Guide: Project Management Institute Inc., 2017, Page(s): 150 109 (PMBOK Guide, Seventh Edition, Section 2, Project Performance Domains)

iPQ.No	Correct Answer	Points	Explanation
1PMP089	3	2	Answer = 3 The economic argument Explanation: The project's full cost-benefit analysis is included in the business case. It can provide the project manager with all the preliminary data used to justify the project. (PMBOK Guide)—Sixth Edition, Project Management Institute Inc., 2017:125.
1PMP090	3	2	Answer = 3 Activity Qualities Explanation: Activity attributes can be used to specify the location where work must be performed, the project calendar to which the activity is assigned, and the level of effort required. (PMBOK Guide)—Sixth Edition, Project Management Institute Inc., Page(s) 186, 2017.
1PMP091	1	2	Answer = 1 Data on Work Performance Explanation: Choice A: data on work performance. Correct. It may also contain information regarding paid seller invoices. Choice B is incorrect because it contains payment schedule-related information. Choice C, Procurement Management Plan, is incorrect; it describes the payment process. Choice D: Information Regarding Work Performance It provides plan rather than actual information about the seller's work. (PMBOK Guide)—Sixth Edition, Project Management Institute, Inc., 2017: 496 pages.

iPQ.No	Correct Answer	Points	Explanation
1PMP092	3	2	Answer = 3 Record the primary concerns of stakeholders in the issue log Explanation: Initially, the issue log should contain all stakeholder-related concerns raised during execution. Project Management Institute Inc., 2017; 525 pages.
1PMP093	3	2	Answer = 3 Transference Explanation: Risk transference is illustrated by the use of insurance to shift the negative impact of a risk, in this case the payment of \$5,000,000. Sixth Edition, Project Management Institute Inc., 2017, Pages: 443.
1PMP094	2	2	Answer = 2 Risk sharing Explanation: One of the risk response strategies for opportunities is to share. It involves transferring ownership of an opportunity to a third party in exchange for a portion of the opportunity's potential benefits. Frequently, risk-sharing entails the payment of a risk premium to the party assuming the opportunity. Cooperative endeavors are an example of sharing. Sixth Edition, Project Management Institute Inc., 2017; 444 pages.

iPQ.No	Correct Answer	Points	Explanation
1PMP095	2	2	Answer = 2 The project manager's leadership skills are lacking Explanation: The following scenario suggests that Tridib is a task-focused project manager who needs to develop his leadership abilities. Micromanagement is an autocratic style of leadership, and PMI prohibits its use. In addition, the application of the zero-sum reward system by rewarding only the project expeditor and technical lead may have caused discontent among other contributors. Based on the preceding options, B appears to be the best choice. Sixth Edition (PMBOK Guide), Project Management Institute Inc., 2017: 64
1PMP096	2	2	Answer = 2 Chart of Control Explanation: Control charts are used to determine whether a process is stable or if its performance is predictable. Using the control chart, a tool for data representation, the project team can determine if the product has performance-related issues and if adjustments are necessary. (PMBOK Guide): Sixth Edition, Project Management Institute, Inc., 2017; 304 pages

iPQ.No	Correct Answer	Points	Explanation
1PMP097	3	2	Answer = 3 To create the project charter, collect the project's measurable goals and high-level requirements Explanation: The first step in initiating a project is to formally authorize the project's existence. In the given scenario, the project manager must comprehend the quantifiable project objectives, high-level requirements, and project success criteria, develop a project charter, and obtain approval from the Global Delivery Head (the project sponsor). Option D is incorrect because the question specifies that the Global Delivery Head is prepared to allocate funds. In the most likely scenario, therefore, a "go" or "no" decision has already been made. Options A and B can only be addressed during the planning phase, so both are ruled out. Option C is the correct response because any project work can commence once the project has been officially authorized. (PMBOK Guide)—Sixth Edition, Project Management Institute Inc., 2017
1PMP098	2	2	Answer = 2 Questionnaires and surveys Explanation: Questionnaires and surveys are written sets of questions intended to rapidly collect data from a large number of respondents. When a quick turnaround is required and respondents are geographically dispersed, this tool is very useful. 143 (PMBOK Guide, Sixth Edition, Project Management Institute, Inc., 2017)

iPQ.No	Correct Answer	Points	Explanation
1PMP099	3	2	Answer = 3 Work Performance Details Explanation: The question specifies that the project manager must provide the Validate Scope results. Work Performance Information, which is the output of the Validate Scope process, contains information regarding project progress, such as which deliverables have been accepted and which have not, as well as the rationale for acceptance and non-acceptance decisions. 166 (PMBOK Guide): Sixth Edition, Project Management Institute Inc., 2017
1PMP100	4	2	Answer = 4 RACI Diagram Explanation: RACI is a prevalent type of RAM that uses responsible, accountable, consult, and inform statuses to define the participation of stakeholders in project activities. It displays the assigned project resources for each work package. When there are both internal and external resources on a team, a RACI chart is a useful tool for ensuring that roles and responsibilities are assigned clearly. Sixth Edition, Project Management Institute Inc., 2017; 317 pages.
1PMP101	4	2	Answer = 4 Enterprise Environmental Factors (EEF) Explanation: In this question, it is stated that a group of experts has gathered to develop an implementation strategy. In this instance, EEF must be reviewed to provide necessary guidance on legal and regulatory requirements that may impact the future of the upcoming project. In addition, EEF is an input for the Develop Project Charter Process, which is currently being executed according to the scenario described in the question. (PMBOK Guide)—Sixth Edition, Project Management Institute, Inc., 2017: 78.

iPQ.No	Correct Answer	Points	Explanation
1PMP102	2	2	Answer = 2 Set up a meeting with the sole-source vendor and use your collaborative management skills to attempt to negotiate. Explanation: In this situation, the project cannot be successful without the participation of the sole source supplier. Therefore, the optimal solution is to negotiate with the supplier in an open manner and reach a win-win agreement. Negotiation is a potent instrument that can restore trust and harmony between the buyer and the sole source vendor. (PMBOK Guide)—Sixth Edition, Project Management Institute, Inc., 2017: 341, 347, 474 pages.
1PMP103	1	2	Answer = 1 All project documents should be revised and marked as final Explanation: All project documents may be updated and marked as final during project completion. This question asks about activities associated with closing. C and D both relate to the control procurement process, while B is not a valid option. Some may become confused between A and D, but we must remember that OPAs are updated for both the close project or phase process and the control procurements process. Therefore, among the given options, A is the best response. 127 (PMBOK Guide)—Sixth Edition, Project Management Institute Inc., 2017.
1PMP104	2	2	Answer = 2 Alternative Evaluation Explanation: According to the question, the members of the CCB perform the integrated change control process. Alternative analysis is used as part of the PICC process to evaluate change requests and determine which are accepted, denied, or require additional clarification before being accepted. 119 (PMBOK Guide): Sixth Edition, Project Management Institute Inc., 2017

iPQ.No	Correct Answer	Points	Explanation
1PMP105	4	2	Answer = 4 Excellent Report Explanation: The question states that the benefit management plan is being discussed by the sponsor, architect, and a few technology experts. Target benefits, strategic alignment, risks, assumptions, the benefit owner, metrics, and the timeframe for realizing benefits are the key components of the benefit management plan. Therefore, all options except A, B, and C are essential components of the benefit management plan, while D is incorrect. The quality report is a project document that does not fall under the benefit management plan's key elements. Project Management Institute Inc., 2017
1PMP106	1	2	Answer = 1 TRUE Explanation: A matrix environment is the setting for many projects, and in these situations, the project manager has limited authority over the resources because those resources report to their respective functional managers.
1PMP107	3	2	Answer = 3 Withdraw Explanation: In this instance, the project sponsor will need to address the change to the business case. Here, the project manager has employed the conflict avoidance resolution technique. Withdrawal or avoidance is a conflict resolution strategy that may involve delaying the issue until you are better prepared or until others resolve it. (PMBOK Guide)—Sixth Edition, Project Management Institute Inc., 2017, p.

iPQ.No	Correct Answer	Points	Explanation
1PMP108	4	2	Answer = 4 Ryan is in charge of this type of PMO Explanation: According to the question, Ryan is in charge of the project management office at CRAC. Supportive, directive, and controlling PMOs exist. According to the situation described in the question, Ryan is in charge of a Directive-type PMO. The project is controlled and managed by the PMO, and project managers report directly to the PMO. Sixth Edition, Project Management Institute Inc., 2017, Pages: 48
1PMP109	1	2	Answer = 1 Scatter diagram Explanation: According to the question, the project team conducts regression analysis. A scatter diagram illustrates the relationships between two variables whose values are distributed. Therefore, among all alternatives, Option A becomes the best option. (PMBOK Guide): Sixth Edition, Project Management Institute Inc., 2017:126,293 pages.
1PMP110	2	2	Answer = 2 Stakeholder Engagement Assessment Matrix Explanation: According to the question, the project manager should consult the stakeholder engagement assessment matrix to compare the current and desired level of engagement for each stakeholder. Some may confuse the Stakeholder Engagement Plan with the Stakeholder Engagement Plan, but the Stakeholder Engagement Plan documents "how the adjustments to the level of stakeholder engagement will be achieved." (PMBOK Guide): Sixth Edition, Project Management Institute, Inc., 2017; 521 pages

iPQ.No	Correct Answer	Points	Explanation
1PMP111	2	2	Answer = 2 The longest route has the greatest total float Explanation: A, C, and D are all valid assertions. B is untrue. The critical path is the sequence of activities that represents the longest path with the least total float (typically zero), thereby determining the shortest project duration possible. Sixth Edition, Project Management Institute Inc., 2017 Page(s): 210
1PMP112	1	2	Answer = 1 TRUE Explanation: When it comes to projects, schedules are widely regarded as among the most common sources of conflict.
1PMP113	4	2	Answer = 4 What-if evaluation Explanation: Sixth Edition, Project Management Institute Inc., 2017, Page(s): 213.
1PMP114	3	2	Answer = 3 Utilize your persuasion skills to urge the preferred vendor to immediately take the required actions Explanation: The project manager must initiate the Implement Risk Responses process based on the given scenario. Some risk response plans may be owned by individuals outside the project team, and the current scenario depicts a situation similar to this possibility. In this situation, the project manager must use his persuasion skills to convince the designated risk owner (in this case, the preferred vendor who must supply raw materials) to take immediate action. In addition, influencing, an example of interpersonal and team skills, is a valid tool and technique utilized in the risk response process implementation. Therefore, among the given options, C is the best response. One can only consider options A, B, and D if option C fails. Sixth Edition, Project Management Institute Inc., 2017, Page(s): 451.

iPQ.No	Correct Answer	Points	Explanation
1PMP115	3	2	Answer = 3 Observations: Register Explanation: The correct response is C. A, B, and D are OPA examples. C exemplifies a project document. (PMBOK Guide)—Sixth Edition, Project Management Institute, Inc., 2017, pp. 39–41, 559
1PMP116	1	2	Answer = 1 TRUE Explanation: The approach of using informal verbal communication and activities to help build trust and establish good working relationships is the approach that should be taken in this scenario.
1PMP117	2	2	Answer = 2 Assets in organizational processes Explanation: In addition to historical documents from past projects, organizational process assets include templates. Particularly, templates can facilitate the creation of network diagrams. Sixth Edition, Project Management Institute Inc., 2017 Page(s): 189
1PMP118	1	2	Answer = 1 Lessons learned in earlier phases of the project can be applied in later phases to improve scope management Explanation: The Lessons Learned Register serves as both input and output for the Control Scope procedure. Lessons learned should be updated with the actions selected for scope control as an output. This data can be utilized in later phases to enhance the scope control and verification procedures. Sixth Edition, Project Management Institute Inc., 2017, Pages 169–171.

iPQ.No	Correct Answer	Points	Explanation
1PMP119	3	2	Answer = 3 Project Requirements Explanation: The project scope statement comprises a description of the product scope, deliverables, acceptance criteria, and project exclusions. The project specifications are regarded as part of the requirements documentation. 155 (PMBOK Guide, Sixth Edition, Project Management Institute, Inc., 2017)
1PMP120	4	2	Answer = 4 EAC Explanation: Budget at Completion (BAC) is the sum of PV for the project and is also known as the Performance Measurement Baseline (PMB). These are established at the outset of the project, and they all represent the total authorized budget for the project; if any of them are altered, so are they all. Depending on whether the project comes in over or under budget, the estimated amount at completion (EAC) will be greater or smaller than the budgeted amount. (PMBOK Guide): Sixth Edition, Project Management Institute Inc., 2017
1PMP121	2	2	Answer = 2 Enterprise Environmental Factors Explanation: The availability of resources and the skills of employees are examples of internal EEF. The project team should review the internal EEF to gather information about the organization's internal resources and knowledge. Sixth Edition, Project Management Institute Inc., 2017, Page(s): 38

iPQ.No	Correct Answer	Points	Explanation
1PMP122	4	2	Answer = 4 Acquire generalist professionals Explanation: According to the situation described in the question, the project management team has decided to execute the project using an agile development methodology. In general, Agile project teams are self-organizing and cross-functional. Cross-functional teams are comprised of members with all the skills required to produce a functioning product. In these groups, there is no central authority or centralized control. In these teams, the project manager cannot be called a project manager. The project manager may instead adopt a laissez-faire leadership style, allowing the team to determine its own objectives. Successful self-organizing teams in resource planning consist of generalist specialists rather than subject-matter experts. Then, these generalist specialists continuously adapt to the environment's alterations. In the process of acquiring resources, only those individuals who are receptive to changes at any point in the project and can even request constructive feedback should be hired. Therefore, among all options, Option D is the optimal response. (PMBOK Guide): Sixth Edition, Project Management Institute, Inc., 2017:311. Agile Practice Guide: Project Management Institute Inc., 2017, Page(s): 42
1PMP123	1	2	Answer = 1 Explanation: There are three types of culture that can affect a virtual team: national, organizational, and functional. Each team member brings his or her culture, and, as the team evolves, the unique blend of team members' national, functional, and organizational cultures create a unique team culture.

iPQ.No	Correct Answer	Points	Explanation
1PMP124	2	2	Answer = 2 Observing a prospective employer at work Explanation: Job shadowing is a direct method for observing individuals in their work environment and observing how they perform their duties. 145 (PMBOK Guide, Sixth Edition, Project Management Institute, Inc., 2017)
1PMP125	2	2	Answer = 2 Laissez-faire Explanation: Laissez-faire is an example of a hands-off management style in which the project manager permits team members to make their own decisions and set their own objectives. A few individuals may be confused by option C, "Servant Leader." One should keep in mind that servant leadership is both a role and a leadership style. In an adaptive setting, both the laissez-faire and servant leadership styles are utilized based on the situation. Sixth Edition (PMBOK Guide), Project Management Institute Inc., 2017: 65
1PMP126	1	2	Answer = 1 Explanation: Monitor and Control Project Work is the process of tracking, reviewing, and reporting the overall progress to meet the performance objectives defined in the project management plan.
1PMP127	1	2	Answer = 1 Use reserve funds to mitigate these risks Explanation: The inquiry concerns residual risks. A known-unknown risk exists. A contingency reserve is used to manage these risks, and the project manager handles them. (PMBOK Guide): Sixth Edition, Project Management Institute, Inc., 2017; 448 pages

iPQ.No	Correct Answer	Points	Explanation
1PMP128	2	2	Answer = 2 Stakeholder Engagement Plan Explanation: The Stakeholder Engagement Plan outlines how best to involve the various stakeholders in the project. Project Management Institute Inc., 2017; 525 pages.
1PMP129	3	2	Answer = 3 The team is able to adapt to changing circumstances and recover quickly from setbacks Explanation: Adaptability is the capacity to adjust to changing circumstances. Resilience is the capacity to absorb shocks and quickly recover from a setback or failure. In accordance with the scenario presented in the question, the team quickly adapted to the sudden change in circumstances, recovered from the setback, and delivered the product on schedule. The eleventh principle of project management, "Embrace adaptability and resiliency," states the exact same thing. In this case, therefore, option C is the best answer. Seventh Edition, Section 3, Project Management Principles, Page(s): 55 (PMBOK Guide)
1PMP130	1	2	Answer = 1 Bubble Diagram Explanation: When risks are categorized by more than two parameters, the probability and impact matrix cannot be used; alternative graphical representations, such as bubble charts, are required. A bubble chart is useful for representing three-dimensional data. First, the risks are analyzed by evaluating these dimensions, then the criticality of the risks is assessed based on the results of the analyses, and finally, the results are presented in a bubble diagram. (PMBOK Guide)—Sixth Edition, Project Management Institute Inc., 2017:425–425.

iPQ.No	Correct Answer	Points	Explanation
1PMP131	2	2	Answer = 2 The use of three-point estimation Explanation: A three-point estimate allows us to define the approximate duration range of an activity. (PMBOK Guide)—Sixth Edition, Project Management Institute, Inc., 2017:244, 245, 724.
1PMP132	3	2	Answer = 3 Eight Seconds Explanation: $PERT = (Pessimistic + 4 \text{ times Most Likely} + Optimistic) / 6$ $9 = (4 + 18 + 4M) / 6$ 54 (PMBOK Guide) — Sixth Edition, Project Management Institute Inc., 2017: 244, 245, 724.
1PMP133	4	2	Answer = 4 Estimating from the ground up Explanation: When a detailed scope is available, bottom-up estimating is recommended. According to the scenario described in the question, the team has successfully collected requirements from all possible sources and developed a comprehensive work breakdown structure. Therefore, among the given options, Option D is the best option. (PMBOK Guide): Sixth Edition, Project Management Institute Inc., Pages 244 and 245.

iPQ.No	Correct Answer	Points	Explanation
1PMP134	3	2	Answer = 3 Three experts will be marked "downward" in the stakeholder register Explanation: The question implies that the three specialists are hired on a temporary basis to complete crucial project tasks. It implies that their direction of influence in the project is downward, given that they can temporarily influence the project with their specialized knowledge. (PMBOK Guide): Sixth Edition, Project Management Institute, Inc., 2017: 513 pages.
1PMP135	3	2	Answer = 3 Issue Log Explanation: Every time a risk occurs, it becomes a problem. All issues raised during execution are initially logged in the issue log. People may be confused by the phrase "after implementation of the risk response plan," and some may select answer choice A. Secondary risk occurs after the implementation of the risk response plan, but it is a known-unknown risk. According to the question, an unidentified risk arises after the project team implements a risk response plan; however, it was never stated that the outcome of the process had prompted the emergence of the risk. The Issue Log is an output of the Implement Risk Responses process that documents all identified issues during the process. Unidentified risks that occur are considered problems, and we must devise a workaround. Sixth Edition, Project Management Institute Inc., 2017, Page(s): 452.
1PMP136	2	2	Answer = 2 Sponsorship for the Project Explanation: In this scenario, an introductory meeting is taking place. The sponsor is responsible for communicating the project's strategic direction during the kickoff meeting. (PMBOK Guide): Sixth Edition, Project Management Institute, Inc., 2017: 86

iPQ.No	Correct Answer	Points	Explanation
1PMP137	2	2	Answer = 2 The team has created a cube to classify stakeholders based on their power, interest, and attitude Explanation: It is stated in the question that the team has prepared the stakeholder cube. The power-interest grid has two axes, and if a third axis is added, the result is a cube. The attitude axis has been added to the power-interest matrix. The stakeholder cube is a refinement of the grid model that combines grid elements into a three-dimensional model that can assist the project team in developing communication strategies with stakeholders. (PMBOK Guide)—Sixth Edition, Project Management Institute, Inc., 2017; 513 pages.
1PMP138	2	2	Answer = 2 Implement the follow-the-sun methodology throughout the project and ensure that the team adheres to it Explanation: In a follow-the-sun development process, work is transferred from one site or resource to another at the end of each shift, regardless of the time zone. Follow-the-Sun (FTS) is founded on four tenets. The primary objective is to reduce the duration of development and time to market. Multiple time zones separate production sites. There is only ever one location that owns and works on a project. Daily handoffs occur at the end of each shift. Option B is the best response based on the scenario presented in the question. Agile Practice Guide, Project Management Institute Inc., 2017, Page(s): 44

iPQ.No	Correct Answer	Points	Explanation
1PMP139	4	2	Answer = 4 External Dependencies Explanation: External dependencies involve a relationship between project activities (in this case, testing the product) and non-project activities (in this case, delivery of IOT devices from an external supplier). These dependencies are typically beyond the control of the project team. In order to conduct product-level testing, the project team must rely on the timely delivery of IOT devices, as described in the question. Such a circumstance is beyond the team's control. Therefore, option D is the best alternative. (PMBOK Guide): Sixth Edition, Project Management Institute, Inc., 2017: 192 pages
1PMP140	3	2	Answer = 3 Establish a virtual meeting with all relevant stakeholders to obtain their approval Explanation: According to the question's scenario, the team uses the Agile methodology; therefore, option D is incorrect. Option B is also incorrect, as the relevant stakeholders' approval is required to confirm the new requirement. Option A is time intensive. Because the project manager must act swiftly, option A is not the best choice. Option C is the best alternative available. The project manager must be pragmatic in this situation. He is able to organize a virtual meeting and obtain the consent or advice of all relevant parties. Here, among all the options, the best response is option C.

iPQ.No	Correct Answer	Points	Explanation
1PMP141	3	2	Answer = 3 Performing work in home offices Explanation: The availability of communication technologies such as email, audio/video conferencing, social media, and web-based meetings has made geographically dispersed or virtual teams possible. In general, working from home offices is permitted in the virtual team model. 333 (PMBOK Guide): Sixth Edition, Project Management Institute Inc., 2017
1PMP142	2	2	Answer = 2 Threat management strategy based on risk mitigation Explanation: The risk reduction strategy may involve the creation of a prototype. Generally, ambiguity risks are managed through exploration and experimentation, with prototyping being a prime example. In this scenario, the project team is constructing a prototype to convert ambiguity risks into known-unknown risks. Sixth Edition, Project Management Institute Inc., 2017, Pages: 443.
1PMP143	4	2	Answer = 4 Plan for Quality Management Explanation: The question implies that an auditor (an external reviewer) has informed the project manager that the Quality Control Measurements document does not contain data in the correct format. Measurements of quality control are the documented outcomes of quality control activities. In this situation, the project manager should review the quality management plan to determine the appropriate format. (PMBOK Guide): Sixth Edition, Project Management Institute, Inc., 2017; 305 pages

iPQ.No	Correct Answer	Points	Explanation
1PMP144	1	2	Answer = 1 Risk Management Plan Explanation: The question indicates that the project team is engaged in planning for stakeholder engagement. "optimal stakeholder engagement strategy" is the focus of this question. The stakeholder register contains a list of project stakeholders, along with additional classification data and other data. The risk register lists the identified project risks and typically associates them with particular stakeholders, such as risk owners. The assumption log contains information regarding assumptions and constraints that may be associated with a particular stakeholder. A risk management plan may include risk thresholds or risk attitudes (risk averse, risk neutral, or risk taker) that assist the project team in choosing the optimal mix of stakeholder engagement strategies. Therefore, among the given options, option A is the best response. (PMBOK Guide): Sixth Edition, Project Management Institute Inc., 2017:518-407 pages.
1PMP145	1	2	Answer = 1 Stakeholder register Explanation: During the execution phase of the project, the contractors and suppliers may be replaced. These modifications are reflected in the registry of stakeholders. 2017 Page(s): 501

iPQ.No	Correct Answer	Points	Explanation
1PMP146	2	2	Answer = 2 Scope baseline Explanation: As stated in the question, the project manager is involved in the scope control process in this scenario, and the scope baseline can be used to identify scope deviations. During the control scope procedure, the baseline scope and actual results are compared to determine whether a change, corrective action, or preventive action is required. Sixth Edition, Project Management Institute Inc., 2017 Page(s): 169
1PMP147	4	2	Answer = 4 Project Goal Explanation: The question implies that the project manager wants to ensure that the stakeholder comprehends the project objective and how his participation will contribute to the project's success. (PMBOK Guide)—Sixth Edition, Project Management Institute, Inc., 2017; 524 pages.
1PMP148	1	2	Answer = 1 Control Procurements Explanation: Even if a contract is terminated prior to completion, procurement must be completed as part of the Control Procurements procedure. (PMBOK Guide)—Sixth Edition, Project Management Institute Inc., 2017: 492–499 pages.

iPQ.No	Correct Answer	Points	Explanation
1PMP149	2	2	Answer = 2 Report the gap between the business case and the project management plan to the sponsor Explanation: The sponsor is responsible for preparing and revising the business case, the document that outlines the project's objectives and justification for its inception. If the project management plan is not aligned with the business case, it is the project manager's responsibility to contact the sponsor, who has the final say in the aforementioned situation. B appears to be the best solution among the provided options. (PMBOK Guide) Sixth Edition, Project Management Institute Inc., 2017, p.
1PMP150	2	2	Answer = 2 Your primary responsibility is to ensure processes and assist the project team in removing obstacles Explanation: This question pertains to the Scrum Master, who serves as the team's servant leader. His responsibility within the project is to ensure the process, not the project itself. Understanding and addressing the development team members' needs in order to facilitate the highest possible team performance is the primary focus of servant leadership. Agile Practice Guide: Project Management Institute Inc., 2017, Page(s): 101,154
1PMP151	3	2	Answer = 3 Refer to the team's charter and revise it as necessary Explanation: The team charter establishes explicit guidelines for acceptable behavior among project team members. Early commitment to clear guidelines reduces misunderstandings and boosts efficiency. A team charter is most effective when each member contributes to it. Project Management Institute Inc., 2017; 320 pages.

iPQ.No	Correct Answer	Points	Explanation
1PMP152	3	2	Answer = 3 The project management plan should be revised Explanation: According to the question, the project is in the pre-execution phase, and the project team has recently concluded the plan risk response procedure. Choice B is incorrect because the project has not yet begun execution. Choice D is inapplicable because risk assessment is performed as part of the Monitor Risks process. Option A is categorically dismissed. As part of the plan risk response process, the project management plan is updated, and strategies adopted for preventing threats and seizing opportunities may result in a plan update in the vast majority of scenarios. As a result of the plan risk response process, the schedule management plan, cost management plan, quality management plan, procurement management plan, and procurement management plan, as well as all baseline documents, may be revised. Therefore, among all options, option C is the optimal response. Sixth Edition, Project Management Institute Inc., 2017; 447 pages.
1PMP153	3	2	Answer = 3 Both A and B Explanation: A project may contain multiple critical paths. Here, the work package can be completed within 15 days, and both the A-B-D-E and A-B-C-E sequences are on the critical path. 188–190 (PMBOK Guide): Sixth Edition, Project Management Institute Inc., 2017

iPQ.No	Correct Answer	Points	Explanation
1PMP154	2	2	Answer = 2 Apply changes to all project deliverables Explanation: The situation indicates that the sponsor and Change Control Board have approved the change request to update the quality metrics. Since the new quality requirement is mandatory, the modification must be applied to all deliverables, including those that have already been completed. (PMBOK Guide) - Sixth Edition, Project Management Institute Inc., 2017 - 90,95 pages
1PMP155	1	2	Answer = 1 Project timetable Explanation: The Acquire Resources process has been completed, and it has been decided to hire a vendor to complete three work packages. The resource calendar determines whether or not the required project resources are actually available, so B is incorrect. Choice C is incorrect because resource requirements specify which resources must be acquired; therefore, it is not the correct answer. Choice D is also incorrect because the stakeholder register in this scenario may reveal stakeholder needs or expectations for specific project resources. The project schedule depicts the activities and their planned start and end dates to assist in determining when the necessary resources must be acquired and made available. Therefore, among all available options, A is the best option. Sixth Edition, Project Management Institute Inc., 2017 Page(s): 331

iPQ.No	Correct Answer	Points	Explanation
1PMP156	3	2	Answer = 3 Scope creep Explanation: Scope creep refers to the uncontrolled expansion of a project or product's scope without corresponding adjustments to time, cost, or resources. Scope creep can occur at the project level due to an insufficient project scope statement, an ineffective change control system, or external factors, such as market conditions, regulatory requirements, etc. (PMBOK Guide) Sixth Edition, Project Management Institute Inc., 2017; 154, 168, 722 pages.

iPQ.No	Correct Answer	Points	Explanation
1PMP157	4	2	Answer = 4 Backlog refinement meeting Explanation: Typically, Scrum Teams meet once per sprint or once per week for a "refinement meeting." The product owner communicates which items in the product backlog (PBI) require refinement, and the entire team discusses them. Sprint Review Meeting is the incorrect choice. The purpose of the Sprint Review is to examine the results of the Sprint and determine any necessary modifications for the future. This is a working session in which the scrum team and stakeholders review the sprint's accomplishments and any environment-related changes. Sprint Retrospective Meeting is the incorrect selection. The objective of the sprint retrospective is to devise methods for improving quality and efficiency. These meetings assist the team in identifying opportunities for improvement by soliciting feedback on how they performed during the current sprint. It is the final sprint meeting. Option C: Milestone Meeting of the Project (Incorrect): It is an invented term. Option D: Refinement of the backlog meeting (correct) The product owner and team prepare stories for the next sprint or iteration. Typically, discussions center on the highest-priority items in the product backlog. This meeting takes place in the middle or near the conclusion of an iteration. This meeting's purpose is to ensure that the backlog is ready for the next sprint. Agile Practice Guide, Project Management Institute Inc., 2017, Page(s): 52

iPQ.No	Correct Answer	Points	Explanation
1PMP158	2	2	Answer = 2 Scrumban Explanation: Scrumban is a framework for project management that combines the essential characteristics of two well-known agile methodologies: Scrum and Kanban. The Scrumban framework combines the structure and routine predictability of Scrum with Kanban's adaptability to make teams more agile, productive, and efficient. In Scrumban, the work is divided into sprints, and the Kanban board is used to monitor and visualize the work. Agile Practice Guide, Project Management Institute Inc., 2017, Page(s): 108
1PMP159	3	2	Answer = 3 Both A and B Explanation: A feature-driven development project consists of six primary roles: Project Director. Chief designer. Development manager. Chief developer and class owner. Domain expert. Agile Practice Guide, Project Management Institute Inc., 2017, Page(s): 108

iPQ.No	Correct Answer	Points	Explanation
1PMP160	2	2	Answer = 2 Explain the origin and phase of the conflict Explanation: The project manager must first determine the conflict's origin and stage. This will direct him to analyze the conflict's context, which will further aid him in determining an appropriate approach to conflict resolution. Task 1 of the People domain contains identical wording. It describes three enabling factors for the task statement Manage Conflict. Manage Conflict: Facilitators Explain the origin and phase of the conflict. Analyze the conflict's context. Evaluate, recommend, or reconcile the most suitable conflict resolution approach. (PMBOK Guide) - Sixth Edition, Project Management Institute Inc., 2017 - 348 pages June 2019 PMI PMP Exam Content Outline: Domain 1: Task 1
1PMP161	3	2	Answer = 3 Both A and B Explanation: The five Scrum values are dedication, concentration, openness, respect, and bravery. These values provide Scrum teams with guidance regarding their work, actions, and behavior. scrumguides.org/docs/scrumguide/v2020/2020-Scrum-Guide-US.pdf, Page 4

iPQ.No	Correct Answer	Points	Explanation
1PMP162	2	2	Answer = 2 Observe the interactions of stakeholders with an early version of the software Explanation: Usability testing is a crucial method for teams to ensure that their software is simple to use, and agile teams conduct frequent reviews by testing the software and incorporating the improvements back into the deliverables. Observing users as they interact with early software versions is a very common method of conducting usability testing.
1PMP163	4	2	Answer = 4 Agile based on flow Explanation: The team creates a board with their flow and WIP (work in progress) limits in flow-based agile. The team's work scope is managed by the representation of the work and the WIP limits. Flow-based agile is sometimes more advantageous because the team can manage interruptions to project-based work. Agile Practice Guide: Project Management Institute Inc., 2017, Pages 24–25
1PMP164	2	2	Answer = 2 Forcing Explanation: In this instance, the project manager utilized his positional authority to end the ongoing conflict. Thus, the best response is B. (PMBOK Guide) - Sixth Edition, Project Management Institute Inc., 2017 - 349 pages

iPQ.No	Correct Answer	Points	Explanation
1PMP165	3	2	Answer = 3 Manage Quality Explanation: Manage Quality process increases the probability of meeting quality objectives by identifying the ineffective processes and the causes of poor quality. <i>(PMBOK Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) – .288.</i>
1PMP166	3	2	Answer = 3 Both A and B Explanation: The Scrum Master contributes to the team in multiple ways, including: Team members should be instructed in self-management and cross-functionality. Assisting the Scrum Team in concentrating on producing high-value increments that meet the definition of "done" thereby removing obstacles to the Scrum Team's progress. Ensuring that all Scrum events occur, are positive and productive, and are completed within the allotted timeframe. scrumguides.org/docs/scrumguide/v2020/2020-Scrum-Guide-US.pdf, Page 6.

iPQ.No	Correct Answer	Points	Explanation
1PMP167	3	2	Answer = 3 Schedule a meeting with the product owner and inform him that the team is authorized to make decisions regarding sprint goals. There should be no interference Explanation: The Scrum Master's responsibility is to eliminate any obstacles within the Scrum Team. The development team has the most knowledge regarding task completion. The team has the authority to make independent decisions and commitments. They determine the sprint goal, which includes the number of story points required per iteration. The product owner can assist the team in reprioritizing the product backlog and determining the sprint's objective, but he cannot direct them to accept 70-story-point tasks. The Scrum Master should coach the Product Owner on the roles and responsibilities of the Scrum Team and encourage him to let the team set the Sprint Goal.
1PMP168	1	2	Answer = 1 Examine the key performance indicators that have been established for the team member Explanation: The project manager should review the team member's key performance indicators and determine if the appropriate decision was made on the previous occasion. Task 3 of the PMI PMP Examination in the People Domain The content outline states, "Evaluate the performance of team members based on key performance indicators." This indicates that option A is the correct selection. (PMBOK Guide) - Sixth Edition, Project Management Institute Inc., 2017 - 345 pages June 2019 PMP Exam Content Outline: Domain 1: Task 3

iPQ.No	Correct Answer	Points	Explanation
1PMP169	4	2	Answer = 4 Product Director Explanation: The product owner collaborates with stakeholders, customers, and teams to determine the direction of the product. Typically, product owners have a business background and possess extensive subject matter expertise. Agile Practice Guide: Project Management Institute Inc., 2017, Page(s): 41
1PMP170	1	2	Answer = 1 The allotted time for the sprint expires Explanation: Sprints are time-constrained iterations in a Scrum. They are events with durations of one month or less. Sprint meetings typically begin with a sprint planning meeting and conclude with a sprint retrospective meeting. Agile Practice Guide: Project Management Institute Inc., 2017, Page(s): 101
1PMP171	3	2	Answer = 3 Co-location improves sharing of tacit knowledge among individuals Explanation: Tacit knowledge remains in the mind of individual experts and normally shared through conversations and interactions between people. Co-location helps team member to work closely to one another and give chance for face-face interactions which helps in gaining tacit knowledge. Only Explicit knowledge can be documented, so option A is not correct. Lessons learned is generally captured throughout the project, so option B is incorrect. Belief, know-how, experience are examples of tacit knowledge, so option D is also incorrect. Therefore, among all options, Option C is the right answer. Refer PMI website for more details. <i>(PMBOK Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) – 100.</i>

iPQ.No	Correct Answer	Points	Explanation
1PMP172	1	2	Answer = 1 External to the Project Explanation: Projects are initiated by someone external to the project, such as Sponsor, Program or Project Management office, or any other authorized representative. <i>(PMBOK Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) – 77.</i>
1PMP173	1	2	Answer = 1 Develop Project Charter Explanation: The question here asks about the process that fetches the initial list of key stakeholders. Choice A - Develop Project Charter - Correct - Project Charter, the main output of Develop Project Charter process contains key stakeholder list and high level classification of roles and responsibilities of everyone involved in the project. Choice B - Stakeholder Register - Incorrect - It is an example of a Project Document that records all Stakeholder information. Choice C - Business Case - Incorrect - It is a Business Document which is input for the Develop Project Charter process. Business case justifies why the project was undertaken. Choice D - Stakeholder Engagement plan - Incorrect - It is an output for the Plan Stakeholder Engagement Process. It provides an actionable plan to interact effectively with the stakeholders. <i>(PMBOK Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) – 81, 509.</i>

iPQ.No	Correct Answer	Points	Explanation
1PMP174	4	2	Answer = 4 Product Roadmap Explanation: The product backlog is an ordered list of required product enhancements. In Agile-Scrum, the product backlog documents all user-centric requirements, risks, issues, and other aspects of the project. Agile Practice Guide: Project Management Institute Inc., 2017, Pages 52–153
1PMP175	3	2	Answer = 3 Schedule a meeting to reorder the backlog's priorities with the product owner Explanation: Cost and schedule are typically fixed in agile projects, while scope is variable. Consequently, options A and B are eliminated. Option D makes little sense here as well. Among the available options, meeting with the product owner to reorder the backlog is the best option.
1PMP176	4	2	Answer = 4 Corrective action based on causes
1PMP177	3	2	Answer = 3 Both A and B Explanation: A product owner, a development team, and a scrum master comprise the Scrum team. Agile Practice Guide: Project Management Institute Inc., 2017, Page(s): 101

iPQ.No	Correct Answer	Points	Explanation
1PMP178	3	2	Answer = 3 Both A and B Explanation: Agile methodology is iterative and incremental. It is effective for projects that: need to conduct research and development. have high change rates. have undefined or unclear requirements. have a difficult to describe final objective. By constructing a small increment and then testing and reviewing it, the team can explore uncertainty at a low cost and in a short amount of time, thereby reducing risk and maximizing the delivery of business value. Agile Practice Guide: Project Management Institute Inc., 2017, Page(s): 16.
1PMP179	3	2	Answer = 3 Both A and B Explanation: The agile methodology reduces waste and rework because teams receive feedback early on. It possesses the following qualities: brief feedback cycles. The widespread adoption of processes. Reprioritization. regular, up-to-date planning. Frequent delivery. Agile Practice Guide: Project Management Institute Inc., 2017, Page(s): 15.
1PMP180	2	2	Answer = 2 Process analysis