

QUESTIONNAIRE REPORT SHEET

iPQ2PMP V1.1

iPQ.No	Correct Answer	Points	Explanation
2PMP001	1	2	Answer = 1 Technical Risk Explanation: The degree to which a set of inherent characteristics fulfills requirements is its quality. Changes in quality demand are always subject to technical risk.
2PMP002	3	2	Answer = 3 The communications management plan facilitates engagement with stakeholders Explanation: The Communications Management Plan provides a documented strategy for engaging stakeholders effectively and efficiently by presenting pertinent information promptly. Therefore, option C is the best response the project manager can provide to the project sponsor to encourage the completion of the communications management plan prior to moving forward with execution. (PMBOK Guide)—Sixth Edition, Project Management Institute, Inc., 2017; 377 pages.
2PMP003	1	2	Answer = 1 Milestone Chart Explanation: A project milestone represents a collection of activities, significant events, or commitments. Similar to a Gantt chart, a milestone chart displays a group of milestones in an organized manner, with one milestone per line vertically with a description on the left and the milestone located horizontally along a time scale indicating when it occurs.

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2PMP004	2	2	Answer = 2 Ambiguity danger Explanation: Risk of ambiguity, also referred to as "epistemic uncertainty," The Greek word episteme means "knowledge" because it is used to describe uncertainties caused by a lack of knowledge or comprehension. Components of the requirement or technical solution, the use of new technology, market conditions, competitor capability or intentions, etc., are examples of areas of the project where insufficient knowledge may impede our ability to meet project objectives. We address ambiguity risks through exploration and experimentation, seeking to define the scope and boundaries of those areas in which we lack knowledge or comprehension. The objective is to convert uncertainty risks into "known unknowns." (PMBOK Guide)—Sixth Edition, Project Management Institute, Inc., 2017; 398 pages.
2PMP005	4	2	Answer = 4 Agile Explanation: Agile projects are executed iteratively and progressively. Here, the team is in charge of planning and execution. The question implies that the project employs an agile methodology in which the team has authority over planning and execution. Sixth Edition of the PMBOK Guide, Project Management Institute, Inc., 2017: Page 74
2PMP006	1	2	Answer = 1 Facilitated workshops can be used to quickly define and confirm the Cross-Functional requirements and reconcile Stakeholder differences. Explanation: Facilitated workshops can be used to quickly define and confirm the Cross-Functional requirements and reconcile Stakeholder differences. (PMBOK Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) – 145.

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2PMP007	1	2	Answer = 1 Meet with the stakeholders to discuss the significance of their participation Explanation: Many people may be confused by option D. However, the product owner is primarily responsible for maximizing the project's value. The product owner ensures that the product backlog is understandable, transparent, and visible. Choice D is incorrect. According to the question's scenario, key stakeholders were absent from the sprint review meeting. Option C is not recommended because the team cannot confirm feedback from stakeholders by sending emails. The Scrum Master is accountable for implementing Scrum in accordance with the Scrum Guide. The Scrum Master is responsible for facilitating collaboration among stakeholders and removing obstacles between stakeholders and the Scrum Team. In addition, the Scrum Master ensures that all scrum events are positive, productive, and completed within the allocated time. Therefore, among all options, option A is the optimal response. scrumguides.org/docs/scrumguide/v2020/2020-Scrum-Guide-US.pdf, pages 6, 7. Agile Practice Guide: Project Management Institute Inc., 2017, Page(s): 41
2PMP008	2	2	Answer = 2 Rewrite the feature's user story to address the reasons for its rejection Explanation: A feature is rejected primarily because the team does not comprehend the customer's expectations. This misunderstanding may be the result of omitted acceptance criteria or a poorly written user story that served as the feature's basis. The initial step is to revise or correct the user story. The task can then be added to the backlog and reprioritized.
2PMP009	1	2	Answer = 1 Procurement Management Plan Explanation: In the procurement management plan, legal jurisdiction and the currency that will be used for payment are recorded. (PMBOK Guide)—Sixth Edition, Project Management Institute, Inc., 2017:481.

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2PMP010	2	2	Answer = 2 Communication that is initiated from the sender Explanation: The release of a press statement is an example of push communication.
2PMP011	1	2	Answer = 1 Decomposition Explanation: Decomposition is the technique requested to break down the project scope into more manageable components. Decomposition facilitates the creation of WBS. 158 (PMBOK Guide, Sixth Edition, Project Management Institute Inc., 2017)
2PMP012	1	2	Answer = 1 TRUE Explanation: You are a new project manager who has never managed a project before. It would be BEST in this situation to rely on Historical information during planning in order to improve your chance of success.
2PMP013	2	2	Answer = 2 The project management plan and project documentation should be revised Explanation: The implication of the question is that a change request has been approved and the change log has been updated. Before initiating the hiring process for project resources, the next step will be to update the project management plan and project documents. C is also a viable option, but the question does not specify whether the sponsor is a member of CCB. If Sponsor's presence is not explicitly mentioned in the question, CCB should be assumed to include Sponsor. 115 (PMBOK Guide): Sixth Edition, Project Management Institute, Inc., 2017

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2PMP014	2	2	Answer = 2 Benefits Management Plan Explanation: The Benefits Management Plan is a business document that is drafted prior to the project's inception. It describes how and when the project's benefits will be delivered. Project Management Institute Inc., 2017
2PMP015	1	2	Answer = 1 Product backlog refinement meeting Explanation: All ceremonies are time-boxed in Scrum. The Sprint Review, Daily Scrum, and Sprint Retrospective meetings cannot be prolonged. Product Backlog Refinement is one such meeting that is not time-bound; rather, it is a continuous process that can occur whenever the team desires. Agile Practice Guide: Project Management Institute Inc., 2017, Pages 52, 53, 101
2PMP016	2	2	Answer = 2 FALSE Explanation: Work packages in a Work Breakdown Structure are nouns or a few words about a deliverable. The Work Breakdown Structure Dictionary lists tasks, responsible parties, requirements, successors, due dates, and more.

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2PMP017	1	2	Answer = 1 RACI Explanation: RACI matrix is another term for responsibility assignment matrix. It displays the assigned project resources for each work package. It defines the project team's responsibilities at a high level. RACI analysis is advantageous for: When applied to individuals or departments, Workload Analysis quickly identifies overloads. Reorganization: to guarantee that essential functions and processes are not neglected. Employee Turnover: Newcomers can recognize their roles and responsibilities quickly. Work Assignment: permits effective redistribution of responsibilities between groups and individuals. Project management allows for adaptability in situations involving matrix management. Provides a forum for discussing and resolving interdepartmental disputes. According to the scenario presented in the question, a great deal of confusion exists between RACI and resource histogram, as both workload analysis and work assignment analysis are mentioned. RACI aids in workload and work assignment analysis, whereas resource histograms aid in resource allocation planning and revision, as well as workload analysis in specific circumstances. R (Responsible) of RACI is responsible for workload analysis, while A (Accountable), C (Consulted), and I (Informed) are responsible for work assignment analysis. RACI stands for: The individual who performs an activity or completes a task. This facilitates rapid workload analysis. Accountable: a person responsible for the correct and comprehensive completion of the task. This must be a single individual, who is frequently the project manager. Individual who must provide feedback and participate in the activity. Informed: a person who must be aware of a decision or action Typically, a resource histogram is a bar chart that aids in resource allocation planning. It illustrates the number of resources required per time period, as well as where the demand for resources spikes. In certain circumstances, it can be used for workload analysis, but it cannot be used for work assignment analysis. A is the best response among the available options

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2PMP018	4	2	Answer = 4 Daily stand-up conference Explanation: Principally responsible for maximizing the product's value is the product owner. They are responsible for ordering the items in the product backlog and ensuring that the product backlog is transparent, visible, and easily understood. Choice A is false. The product owner can direct the development team to select a prioritized list of sprint backlog items during the iteration planning meeting. Choice B is false. In backlog grooming sessions, where the team updates the backlog, the product owner plays a crucial role. Choice C is false. In the iteration review meeting, where progress towards the product's objective is discussed, the product owner plays an essential role. Choice D is accurate. Rarely is the product owner required to attend every daily stand-up meeting unless he is actively working on a Sprint backlog item. Consequently, option D is the correct response.
2PMP019	3	2	Answer = 3 Each work package may be connected to multiple control accounts Explanation: A, B, and D are all valid answers. C is untrue. A control account may contain multiple work packages. But only one control account is associated with each work package. 157–160 (PMBOK Guide): Sixth Edition, Project Management Institute, Inc., 2017

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2PMP020	1	2	Answer = 1 Estimative Methodology Explanation: According to the scenario outlined in the question, the project team is currently engaged in the "Determine Budget" process, and the project team wishes to know if indirect costs should be included in the project budget. Options A, B, and C are all valid process inputs. Option D is ruled out because requirement documentation is not a valid input for the Determine Budget procedure. C is also incorrect because the cost management plan describes how project costs will be structured within the project budget. Option B, "Cost Estimates," may cause confusion for many. However, cost estimates provide estimates at the work package level, and the Basis of Estimates documents any additional information or supporting details regarding cost estimates. The basis of estimates specifies any fundamental assumptions regarding the inclusion or exclusion of indirect or other project costs from the budget. Consequently, among all available options, option A is the best option. Sixth Edition, Project Management Institute Inc., 2017; 250 pages.
2PMP021	1	2	Answer = 1 Plan for Scope Management Explanation: The scope management plan is not included in the baseline scope. (PMBOK Guide): Sixth Edition, Project Management Institute, Inc., 2017: 161.
2PMP022	1	2	Answer = 1 Stakeholder Register Explanation: The stakeholder register includes stakeholder information, expectations, roles, contributions, and project impact. It also specifies during which phase of the project life cycle they will have the most influence or impact. 2017 Page(s): 514

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2PMP023	1	2	Answer = 1 TRUE Explanation: Each work package is assigned a control account and a code of accounts identifier to complete the WBS. These identities allow hierarchical cost, schedule, and resource summing.
2PMP024	3	2	Answer = 3 Review the resource calendar to locate a training slot Explanation: According to the scenario described in the question, the project manager must solve the issue. To close the knowledge gap, the team needs training on the most recent PMIS software. Since the project is currently in execution, the project manager must examine the resource calendar to identify a training slot. Project Management Institute Inc., 2017; 339 pages.
2PMP025	1	2	Answer = 1 Both costs and risks will rise Explanation: Both costs and risks may increase if a project is rushed. Options C and D are disqualified. Option C is applicable for fast tracking, and project scope is never diminished by crashing. Option B is partially accurate, but it is not the best choice. Crashing may increase risk, but it also adds expense. Crashing is essentially a schedule compression technique involving the addition or modification of resources to compress the schedule while maintaining the original project scope. It primarily applies to activities on the critical path for which an additional resource will reduce duration. Costs and risks may increase if a plane crashes. Option A is the best answer among the available choices. (PMBOK Guide): Sixth Edition, Project Management Institute Inc., 2017: 215 pages.
2PMP026	1	2	Answer = TRUE Explanation: Having the PMP certification demonstrates that you work more efficiently. It demonstrates that you have the skills necessary to create business results and expand the effect your organization has both within the workplace and in the wider world.

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2PMP027	4	2	Answer = 4 Evaluate the request's nature and plan your response accordingly Explanation: In this situation, as stated in the question, the project has been formally concluded, so options A, B, and C are automatically eliminated. Only option D is acceptable.
2PMP028	4	2	Answer = 4 The minimum viable product of the product to collect the maximum amount of validated customer learning with the least amount of effort Explanation: The team has developed the MVP (minimum viable product) as per the question. The CEO has distributed the minimum viable product (MVP) to prospective customers in order to collect the maximum amount of validated customer information with the least amount of effort. The primary advantage of an MVP is that it allows you to gauge customer interest in your product prior to its completion. On the other hand, learning from customer feedback is extremely beneficial to the development of the final product.
2PMP029	2	2	Answer = 2 Estimation utilizing a parametric model Explanation: Utilizing a statistical relationship between historical data and other variables, parametric estimation calculates activity parameters such as cost, budget, and duration. Sixth Edition, Project Management Institute Inc., 2017; pages 200, 201, 244.
2PMP030	3	2	Answer = 3 36 Explanation: Total number of project stakeholders is eight plus one (project manager). The number of channels of communication is $N(N-1)/2 = 9*8/2 = 36$.

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2PMP031	2	2	Answer = 2 Control Communication Explanation: The scenario states that the project manager is presenting the work performance reports to the stakeholders during a meeting. This demonstrates the project manager's current participation in the management communication process. (PMBOK Guide)—Sixth Edition, Project Management Institute Inc., 2017:379–384.
2PMP032	3	2	Answer = 3 The feasibility phase should have been conducted to determine the viability of the business case Explanation: The feasibility phase evaluates the viability of the business case and the organization's capacity to deliver the desired outcome. In this phase, a project's viability is evaluated. To determine the viability of the project, the project manager should have commenced with the feasibility study. (PMBOK Guide): Seventh Edition, Project Performance Domains, Section 2, Page(s): 42
2PMP033	3	2	Answer = 3 A Purchase Order Explanation: Typically, purchase orders are unilateral (signed by only one party). Typically employed for simple commodity acquisition. 2018 PMP Exam Prep, Ninth Edition (Rita Mulcahy), 512 page(s).
2PMP034	2	2	Answer =2 Managing the Product Portfolio Explanation: The product owner collaborates with stakeholders, customers, and teams to determine the direction of the product. This individual is responsible for managing the product backlog. Agile Practice Guide: Project Management Institute Inc., 2017, Page(s): 41 scrumguides.org/docs/scrumguide/v2020/2020-Scrum-Guide-US.pdf, Page 6.

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2PMP035	1	2	Answer = 1 Acceptance in writing of the project's deliverables Explanation: Option A is performed during Validate Scope. Three examples of closing activities are B, C, and D. (PMBOK Guide)—Sixth Edition, Project Management Institute Inc., Pages 121 to 127, 2017.
2PMP036	4	2	Answer = 4 In the course of developing a plan for project management Explanation: The change management plan is an element of the project management plan and is developed as part of the project management plan development process. Sixth Edition, Project Management Institute Inc., 2017 Page(s): 88
2PMP037	2	2	Answer = 2 Submit a request for change to revise the project management plan Explanation: In this scenario, the Identify Stakeholder process is being executed, a new stakeholder with significant influence and interest has joined your project, and the stakeholder register has been updated. Therefore, option A is not feasible. Option C is viable, but the optimal time to update the matrix is when you have an up-to-date project management plan and a clear picture of the current level of stakeholder engagement. In addition, the Stakeholder Engagement Assessment Matrix is an illustration of a technique for data representation that is updated during stakeholder engagement planning. The desired level for a new stakeholder is determined during planning, and its current level can be modified at any time during the project's lifetime. According to the question, support from stakeholders has already been secured. Components of the Project Management Plan that may need to be updated due to the addition of a new stakeholder (Identify Stakeholder Process) may include the requirements management plan, the communications management plan, the risk management plan, and the stakeholder engagement plan. With the addition of new stakeholders to the project, it is likely that each of these components will require revision. The revision of each of these control documents requires a formal change request. Therefore, among the given options, B is the best response. (PMBOK Guide)—Sixth Edition, Project Management Institute, Inc., 2017; 515 pages.

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2PMP038	1	2	Answer = 1 Review the product roadmap Explanation: For projects utilizing the predictive methodology, the change log is used to determine effective change management in relation to the iron triangle (scope, cost, and schedule). The question indicates that the Scrum methodology is being utilized. Option B is therefore incorrect. The product backlog is an evolving, prioritized list of required product enhancements. It is the source of all work performed by the Scrum Team. It includes everything necessary for the completion of the project. The Product Backlog displays the completion rate of scope and the rate at which new deals are added. Consequently, Option A is the optimal choice. (PMBOK Guide): Seventh Edition, Project Performance Domains, Section 2, Page 79 scrumguides.org/docs/scrumguide/v2020/2020-Scrum-Guide-US.pdf, Page 10, 11.
2PMP039	3	2	Answer = 3 Time and Supplies (T&S) Explanation: The question implies that the project manager desires to employ technology specialists. Consequently, the T&M contract is optimal for the scenario described above. The time and materials contracts are a hybrid form of contract that combines elements of cost-reimbursement and fixed-price arrangements. When to use a Time and Materials Agreement: augmentation of personnel Acquisition of specialists SOW is not currently available or cannot be prescribed quickly. (PMBOK Guide)—Sixth Edition, Project Management Institute Inc., 2017: 472 pages.

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2PMP040	4	2	Answer = 4 0.90 Explanation: $SPI = EV/PPV = 45\%/50\% = 90\% = 0.90.$ Sixth Edition, Project Management Institute Inc., 2017, Page(s): 263.
2PMP041	2	2	Answer = 2 Agile Release Planning Explanation: Agile Release Planning provides an overview of the release schedule and the number of iterations within a release. Manifestations: - Aids the product owner and team in decision-making: The proportion of work that must be finished for each iteration. The time it may take to have a product that is ready for release, based on business objectives, dependencies, and obstacles. (PMBOK Guide): Sixth Edition, Project Management Institute Inc., 2017
2PMP042	4	2	Answer = 4 Examine the communication management plan to determine which stakeholders are authorized to disclose and receive confidential information Explanation: The communication management plan identifies the individual responsible for authorizing the disclosure of sensitive information. To gather this information, the project manager should review the communication management plan. (PMBOK Guide)—Sixth Edition, Project Management Institute, Inc., 2017; 377 pages.

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2PMP043	4	2	Answer = 4 Internal mandatory dependencies Explanation: The implication of the question is that both activities are involved in the "finish-to-start" relationship. Test Sales Module cannot begin until the Develop Sales Module activity is complete. Therefore, there are required dependencies between these two activities. Given that both activities are project-related and that there is no outside influence, their relationship is also internal. In light of this, option D is the best choice. (PMBOK Guide)—Sixth Edition, Project Management Institute Inc., 2017; 190,191.
2PMP044	2	2	Answer = 2 Check sheets Explanation: A Check sheet is a type of checklist used to keep track of data, such as Quality problems uncovered during the inspection, and document how often a particular defect occurs. The question implies that the Project Manager is doing the Control Quality process and using a check sheet as a tool to detect how many times the invoice processing speed is below the expected value. (PMBOK Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s)-302.
2PMP045	3	2	Answer = 3 Hybrid Explanation: In organic and functional organizational structures, the majority of project managers are part-time. Therefore, A and D are incorrect. In a Strong-Matrix organization, the project manager is required to work full time. However, the project manager is also typically responsible for the budget, so B is also incorrect. In a hybrid organization, roles are combined, and the scenario described above is a prime example of a hybrid organization structure. Here, the practice leader serves as the functional manager responsible for the project's budget. Therefore, among the given options, C is the best choice. Sixth Edition (PMBOK Guide), Project Management Institute Inc., 2017: 47

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2PMP046	2	2	Answer = 2 Construction of Project Resilience Explanation: Developing a project's resilience allows for the management of emerging risks. This requires adequate budget and schedule contingencies, flexible project processes, an empowered project team, and frequent review of early warning signs for each project. Sixth Edition, Project Management Institute Inc., 2017; 399 pages.
2PMP047	4	2	Answer = 4 Examine and refresh the contingency plan Explanation: In this instance, the risk has been activated but has not yet materialized. So option A is eliminated. Option B is also ruled out, as a natural disaster has triggered the risk in this scenario. Option C is close, but the question states that if such a risk occurs, the project schedule will be impacted, so in this situation, a review of the risk management plan may not be the best choice. Due to the inclusion of "hurricane alert" in the question, the elimination rule determines that D is the best response. In addition, the project manager must conduct a comprehensive identification considering a broad range of sources of risk to ensure that as many uncertainties as possible that may affect project objectives have been identified, and the Identify Risks process should incorporate the input of a variety of project stakeholders to ensure that all perspectives are represented and considered. The project manager can then identify all risks that include this hurricane risk, accept them proactively, and assign a contingency plan with trigger conditions. Because risk processes are iterative, the plan can be revised. Therefore, among the given options, D is the best choice. Sixth Edition (PMBOK Guide), Project Management Institute Inc., 2017 Page(s): 445

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2PMP048	4	2	Answer=4 Create a fishbowl and connect all developers to it Explanation: Fishbowl Window is the ideal virtual team collaboration for this situation. It is a permanent video conferencing connection between the dispersed locations of the team. According to the scenario presented in the question, developers from different countries must collaborate to fix a defect. Therefore, the project manager can create a fishbowl window by establishing permanent video conferencing connections between the dispersed team's locations. Developers from various locations can initiate the link and terminate it once the issue has been resolved. Thus, the developers from three countries can spontaneously collaborate, shortening the lag time. Agile Practice Guide: Project Management Institute Inc., 2017, Page(s): 46
2PMP049	1	2	Answer = 1 Milestone list Explanation: According to the question, the project manager is attempting to determine the final dates on which the project's milestones have been met. This requires a review of the milestone list, which is also a valid input for the closing procedure. (PMBOK Guide): Sixth Edition, Project Management Institute, Inc., 2017
2PMP050	2	2	Answer = 2 Agile Explanation: One of the twelve Agile Principles, the primary measure of progress is the existence of working software. Agile Practice Guide: Project Management Institute Inc., 2017, Page(s): 98

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2PMP051	3	2	Answer = 3 Observations: Register Explanation: As a key output of the Close Project or Phase process, the Lessons Learned Register is modified. It contains conclusive information on phase or project closure. As part of the process, the accuracy of the business case is also recorded in the Lessons Learned Register. 127 (PMBOK Guide): Sixth Edition, Project Management Institute Inc., 2017
2PMP052	1	2	Answer = 1 Conducting market research Explanation: According to the scenario, the project management team participates in planning. In addition to being a tool for the procurement management process, market research involves an examination of the industry and specific seller capabilities. Sixth Edition, Project Management Institute Inc., 2017, Pages: 473
2PMP053	2	2	Answer =2 Conduct quantitative risk assessment Explanation: Budget and time availability play a crucial role in determining the need for quantitative risk analysis. If the project management team determines that quantitative statements about risk and impacts are not required, a small project with a limited budget may decide to forego this process. (PMBOK Guide) - Sixth Edition, Project Management Institute, Inc., 2017 - 429 pages
2PMP054	4	2	Answer = 4 The management reserve is omitted from cost estimates Explanation: The primary output of the Estimate Costs process, cost estimates typically include a management reserve to cover unplanned work. Sixth Edition, Project Management Institute Inc., 2017; 246 pages

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2PMP055	2	2	Answer = 2 Continuous Shipping Explanation: In this instance, the team adopted a strategy to rapidly deliver increments to the customer. Choice A: Incorrect: Single Delivery: At the conclusion of a project, a single delivery is made. The conventional waterfall model is appropriate here. Choice B is accurate: Continuous Delivery is a software development practice in which code modifications are automatically prepared for production release. Here, feature increments are delivered immediately to the customer using small work batches and automation technology. Choice C: incorrect; multiple deliveries; Throughout the duration of the project, multiple components are delivered at different times. In such instances, projects are broken down into multiple phases. Choice D is incorrect; recurring shipments; Periodic deliveries are comparable to multiple deliveries, but they occur on a predetermined schedule. For periodic deliveries, we use agile methodologies such as Scrum today. In this case, therefore, choice B is the best option. (PMBOK Guide): Seventh Edition, Project Performance Domains, Section 2, Page(s): 34
2PMP056	3	2	Answer = 3 Review the plan for configuration management Explanation: To modify any baseline or project management plans, a change request must be submitted. The configuration management plan's specifications determine which project documents are subject to change control procedures. Sixth Edition, Project Management Institute Inc., 2017, Pages: 41, 701.

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2PMP057	1	2	Answer = 1 Interview the new business development delivery director Explanation: Interviews, an example of a data collection technique in the Develop Project Charter process, can be used to obtain information from stakeholders regarding high-level requirements, assumptions or constraints, approval criteria, and other information by speaking with them directly. Although the question has never stated that you have already begun developing the project charter, in this situation, where you know almost nothing about the project, interviewing the director of new business development is the best of the given options for gaining a better understanding of the project's essence. Sixth Edition, Project Management Institute, Inc., 2017, Page(s): 75
2PMP058	2	2	Answer =2 Update the list of stakeholders Explanation: Whenever a new member is added to the project, the project manager should add him to the Stakeholder Register as a formal introduction to the project's stakeholder community. All of his requests can be analyzed or met after the introduction. Project Management Institute Inc., 2017; 505 pages.
2PMP059	3	2	Answer = 3 Review the clauses regarding force majeure and the risk of loss Explanation: Option A and D are false, as the project manager must review the contract before making a determination. In the event of material loss resulting from a natural disaster or a fire, the Force Majeure clause of the contract must be consulted. In situations involving "acts of nature" such as fire or storm, neither party is held liable. Typically, the issue is resolved by the seller receiving an extension on the project's deadline. In this question, however, the seller is asking the buyer to contribute to the loss. Along with the Force Majeure clause, the project manager must review the "Risk of Loss" clause in this scenario. The risk of loss clause allocates risk between contracting parties in the event of loss of goods and services during contract performance. Therefore, among the given options, option C is the best response. Rita Mulcahy, ninth edition, RMC Publications, Inc., page 531, 2018.

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2PMP060	2	2	Answer = 2 Why-Why diagrams Explanation: According to the scenario, the project team is conducting root cause analysis to determine the reasons for poor stakeholder engagement. Using a data representation tool, the results of the RCA can be portrayed. RCA is a method of data analysis. As indicated in the preceding example, fishbone diagrams, also known as Why-Why diagrams or Cause-and-Effect diagrams, can be used to represent the findings of the RCA in certain instances. This type of diagram divides the identified causes of the problem statement into discrete branches, thereby facilitating the identification of the primary or root cause of the problem. Sixth Edition, Project Management Institute, Inc., 2017. Pages 293–533.
2PMP061	4	2	Answer =4 OPA Explanation: Before conducting the formal audit meeting, the new auditor wishes to review the results of previous audits, as described in the scenario. The audit of quality occurs during the Manage Quality process. The OPA, which is also a process input for Manage Quality, stores audit results from the past. Therefore, among all options, option D is the best solution. (PMBOK Guide): Sixth Edition, Project Management Institute, Inc., 2017: 291 pages.
2PMP062	2	2	Answer = 2 Legal requirement Explanation: Every manufacturer is required by law to comply with the periodic establishment of appropriate guidelines for the handling of toxic substances. Sixth Edition, Project Management Institute Inc., 2017 Page(s): 78

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2PMP063	1	2	Answer = 1 Maintain a Risk Register Explanation: As the process is iterative, a risk can be identified at any point during the project, and all identified risks can be recorded in the Risk Register throughout the project's life cycle. B is incorrect because the risk has been identified but has not yet materialized. According to PMI ethics, it is the project manager's responsibility to address such a situation at any point in the project lifecycle. False, as the risk management plan plays no role in this situation. According to the question, new risks are discovered during closing; therefore, the risk register should be updated with new risk information. Therefore, among the given options, A is the best option.
2PMP064	3	2	Answer =3 Examine the enterprise-external Enterprise Environmental Factors (EEF) Explanation: The question states that the newly-hired project manager participated in the preparation of the project charter for the upcoming internal project for the company. Here, all possible options are provided to the Develop Project Charter procedure. However, the question asked "for the review" of market conditions and industry standards, which are examples of external enterprise environmental factors since they are beyond the project team's control. Therefore, among the given options, C is the best choice. (PMBOK Guide)—Sixth Edition, Project Management Institute, Inc., 2017: 39, 78
2PMP065	4	2	Answer =4 The scope baseline is an input for cost management planning. Explanation: The baseline for the project's scope is an input for the quality planning (Plan Quality Management Process), cost budgeting (Determine Budget Process), and risk identification (Identify Risk Process) processes. Therefore, options A, B, and C are incorrect. Unlike scope baseline, planning cost management and developing an initial cost management plan do not rely on scope baseline. It is later referred to as cost estimation, which is a component of the process to estimate costs, and cost budgeting, which is a component of the process to determine the budget. (PMBOK Guide): Sixth Edition, Project Management Institute Inc., 2017; 235,248,277,409 page(s).

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2PMP066	3	2	Answer = 3 Observations: Register Explanation: As per the scenario outlined in the question, the project manager is requesting that the Lessons Learned Register be updated with all experiences from the recently concluded risk response implementation process. As part of the Implement Risk Responses process, the above-mentioned four options may be modified. Option D—Issue Log—is incorrect, as the issue log documents the problems encountered during the risk implementation process. The risk register or risk report may be updated to reflect any modifications to the agreed-upon risk responses resulting from risk response implementation. Consequently, options A and B are also incorrect. The Lessons Learned Register is a living document that is continuously updated throughout a project's life cycle. The Lessons Learned Register serves as a repository for all implementation experiences pertaining to the risk response process. This contains: Obstacles faced. The techniques that proved successful during risk implementation The contents of the Lessons Learned Register are transferred to OPA upon project or phase completion. Therefore, among the given options, option C is the best response. Sixth Edition, Project Management Institute Inc., 2017, Page(s): 452
2PMP067	3	2	Answer = 3 Cost-benefit evaluation Explanation: The cost-benefit analysis is a financial analysis tool used to estimate the advantages and disadvantages of alternatives, such as automation, in order to determine which alternatives provide the greatest benefits. It assists the project manager in determining the cost-effectiveness of planned quality activities. Sixth Edition, Project Management Institute Inc., 2017, Pages: 282.

iPQ.No	Correct Answer	Points	Explanation
2PMP068	2	2	Answer = 2 Team regulations Explanation: Throughout the duration of a project, team members are expected to adhere to a set of team ground rules. There is no doubt that establishing ground rules and group norms can reduce conflict, as teams must adhere to specific guidelines. Project Management Institute Inc., 2017; 348 pages.
2PMP069	1	2	Answer = 1 Conduct a qualitative risk assessment Explanation: Risk owners for specific project risks may be nominated in the Identify Risks and Confirm Qualitative Risk Analysis processes. The process is carried out throughout the project's life cycle, as outlined in the risk management plan. Typically, it is conducted prior to the start of each iteration in adaptive development-based projects. (PMBOK Guide)—Sixth Edition, Project Management Institute Inc., 2017: 411, 421 pages.
2PMP070	2	2	Answer =2 Procurement Documentation Explanation: A phase gate occurs at the conclusion of a phase. During Phase Gate, the performance and progress of the project are compared to project and business documents such as a business case, a benefit management plan, a project charter, and a project management plan. Therefore, among the available options, procurement documentation is the best option. The performance and development of the project are not compared to the procurement documents. (PMBOK Guide) - Sixth Edition, Project Management Institute Inc., 2017 - 21 pages

iPQ.No	Correct Answer	Points	Explanation
2PMP071	3	2	Answer =3 Review the log of changes Explanation: As a project document update, the disposition of all change requests is recorded in the change log. Since the details of all accepted, deferred, and denied change requests are recorded in the change log, the project manager should first review the change log. Option A and Option D are also viable alternatives, but they should be considered only after the change log has been reviewed. Therefore, among the given options, C is the best response. Sixth Edition, Project Management Institute Inc., 2017; 120 pages.
2PMP072	4	2	Answer =4 Rolling Wave Strategy Explanation: According to the scenario presented above, detailed planning is available for upcoming project work that must be executed. This can be assumed because the project team utilized the bottom-up estimation technique, which is only possible when the components of the work breakdown structure are broken down in greater detail. In addition, the question states that only planning packages are planned for all future releases (hint: the statement "work breakdown structure components above the work package level with known work content but without detailed schedule activities" defines planning packages). This verifies that the project utilized rolling wave planning. According to its definition, rolling wave planning is an iterative planning process that permits detailed planning of near-term activities while leaving longer-term activities to be planned at a higher level. Therefore, among the given options, D is the best choice. (PMBOK Guide): Sixth Edition, Project Management Institute Inc., 2017:160, 185, 721.
2PMP073	3	2	Answer =3 Stop using the tool and schedule a meeting with the head of the Testing Practice to discuss a replacement Explanation: Every project should only use open-source software that is licensed and white-listed. Utilizing pirated software tools is illegal. In this situation, the project manager must immediately cease using the tool and seek a replacement. Option C is the most suitable alternative.

iPQ.No	Correct Answer	Points	Explanation
2PMP074	2	2	Answer =2 Benchmarking Explanation: According to the scenario, experts are involved in benchmarking during planning. In quality planning and requirement gathering, benchmarking is a data collection tool. Comparing actual or planned products, processes, and practices to those of comparable organizations in order to identify best practices, generate suggestions for improvement, and provide a basis for measuring performance. 143 (PMBOK Guide, Sixth Edition, Project Management Institute, Inc., 2017)
2PMP075	3	2	Answer =3 The four activities are Activity A, Activity C, Activity B, and Activity D Explanation: The tasks on the critical path must be completed first; otherwise, they could delay the project. Here, among the available options, C is the most reasonable option. Sixth Edition, Project Management Institute Inc., 2017 Page(s): 210
2PMP076	2	2	Answer =2 Advise the team to adopt a shorter sprint in order to receive frequent stakeholder feedback Explanation: In a high-risk environment, the Agile coach should explain to the Scrum team that a shorter sprint is preferable to a longer sprint. Sprints are the beating heart of Scrum, where value is created from ideas. In a shorter period of time, shorter sprints can be utilized to generate more learning cycles and reduce the risk of cost and effort. The optimal sprint distance varies based on the circumstances. Sprint duration should be just long enough to produce a valuable increment. A shorter sprint is more effective in a high-risk environment than a longer sprint. scrumguides.org/docs/scrumguide/v2020/2020-Scrum-Guide-US.pdf, Page 7. Agile Practice Guide: Project Management Institute Inc., 2017, Pages 101–154

iPQ.No	Correct Answer	Points	Explanation
2PMP077	1	2	Answer =1 Historical data evaluation Explanation: OPA may be misunderstood by some, but it is an input and not a tool or technique. The budgeting technique of reviewing historical data can aid in the development of parametric or analogous estimates. It may include project characteristics (parameters) in order to develop a mathematical model for estimating total project costs. Sixth Edition, Project Management Institute Inc., 2017, Page(s): 253.
2PMP078	2	2	Answer =2 Preventive Expenses Explanation: "Sunk cost" means that incurred costs cannot be recovered, so answer choice D is incorrect. Option C is an illustration of the cost of non-conformance, whereas the question asks about the cost of conformance; therefore, Option C is also incorrect. Both options A and B are examples of cost of conformance, but the question states that "training is required for the technical team to build a quality product." However, appraisal costs assist in assessing quality, so option A is also incorrect. B is the correct answer because prevention costs are a classic example of the cost of conformance and contribute to the development of a quality product. Prevention costs include training, document processes, equipment, and time to do things correctly. Sixth Edition, Project Management Institute Inc., 2017, Pages: 283.

iPQ.No	Correct Answer	Points	Explanation
2PMP079	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 necessary to confirm the new requirement. Option A is time-consuming, and the project manager must act quickly. Option C is the best option. The project manager must be pragmatic and set up a virtual meeting with all relevant stakeholders to obtain their consent or advice. Here, among all the options, the best response is option C.
2PMP080	4	2	Answer =4 Relationship Diagrams Explanation: Experts have gathered to determine the areas of maximum uncertainty over all project objectives, which indicates that quantitative risk analysis is being performed. An influence diagram is an example of a risk diagramming technique that has been used as a tool in the quantitative risk analysis process to address similar situations. Sixth Edition, Project Management Institute Inc., 2017; 436 pages.
2PMP081	1	2	Answer =1 Exploit Explanation: The exploit strategy may be selected for high-priority opportunities where the organization wants to ensure the opportunity is realized. According to the scenario, moving the work package to a date when the more experienced resource is available increases the probability of occurrence to 100 percent. Sixth Edition, Project Management Institute Inc., 2017; 444 pages.

iPQ.No	Correct Answer	Points	Explanation
2PMP082	3	2	Answer =3 Do not present the deliverable for customer inspection because the process exceeds the customer-specified limits Explanation: Control limits represent the performing organization's standards for quality, whereas specification limits represent the customer's expectations or contractual requirements for the performance or quality of the project. In general, most projects maintain control limits that are lower than customer-specified limits to meet customer needs. (PMBOK Guide): Sixth Edition, Project Management Institute, Inc., 2017; 304 pages
2PMP083	2	2	Answer =2 The dissolution of a stable team Explanation: In the question's context, fifty percent of the team members were transferred to a new assignment, and one year later there was a decline in sales. All four of these factors could account for the sales decline. The delivery emphasis for a product team is "inception to retirement" accountability, and the staffing model for a productive product team is "stable teams." Instead of disbanding the team after the initial development was completed, the team could have been utilized to maintain and evolve the product alongside the designated product owner, thereby reducing the risk of future enhancements being delayed due to the loss of tacit knowledge. Long-term teams cultivate superior market awareness, customer insights, and customer empathy compared to short-term teams. Therefore, among all choices, option B is the best response. (PMBOK Guide): Appendix 4, seventh edition, page(s): 222

iPQ.No	Correct Answer	Points	Explanation
2PMP084	3	2	Answer =3 Review the business documents and inform the sponsor of your concerns Explanation: The project charter authorizes the existence of the project. The business documents (business case, benefits management plan), OPA, EEF, and agreement are the primary inputs for preparing the project charter. A business case describes the rationale for initiating a project, including its scope, business drivers, financial metrics, cost, risk, and assumption. Option A: Incorrect. According to the scenario presented in the question, the project is in the early planning stage. At this stage, the preparation of the majority of project documents has not even begun. Therefore, this option is incorrect. Instead, the project manager should consult the key stakeholders' feedback to the sponsor after reviewing the business case and the benefits management plan. Each project is unique, so reviewing the lessons learned from the previous project makes no sense here. Option C-Correct: The project manager should review the business documents (business case and benefits management plan) to determine if the project charter is aligned with the business case or the benefits management plan. Option D: Incorrect: The project manager or team members cannot update the project charter. Only the sponsor can edit the project charter. Change requests are raised only to modify the control documents or other documents that are part of the Configuration Management system.
2PMP085	2	2	Answer =2 Forcing Explanation: According to the scenario, the project manager used the forcing approach to resolve conflicts quickly. Forcing is a conflict management technique that involves pushing one's viewpoint at the expense of others and typically offers only win-lose solutions. Therefore, the best answer is B. Sixth Edition, Project Management Institute Inc., 2017; 349 pages.

iPQ.No	Correct Answer	Points	Explanation
2PMP086	2	2	Answer =2 The user story did not satisfy the INVEST requirements Explanation: The team must be able to pull the stories at the top of the product backlog into the sprint backlog. A complete user story should be clearly defined so that team members understand what must be accomplished. It must meet the INVEST requirements and have no external dependencies. Pulling incomplete or unrefined user stories may cause implementation issues. The "done" criterion applies to the product increment but not to product backlog items (or epics, features, or user stories). Therefore, option D cannot be chosen. In a typical agile project, the scrum master acts as a facilitator, while the product owner and development team handle product backlog items. Consequently, option C is also incorrect. Acceptance testing is performed on sprint-delivered features. Thus, option A is illogical. A user story should be suitable for inclusion in a sprint. It is not required to be "100% defined," encompassing all acceptance criteria. However, it should only be "ready enough" when the team is confident that the user story will be successfully delivered. A complete user story must be precisely defined and satisfy the INVEST (I) criteria.N- Expendable.V- Valuable.E- Estimable.S- Small.T-Testable) criteria. Here, among the available options, option B is the best option.
2PMP087	4	2	Answer =4 Scope Management Plan Explanation: Changes to organizational structures require mandatory updates to the stakeholder register and project management plan (e.g., stakeholder engagement, communication management plan, etc.). options A and B are therefore incorrect. Option C is also incorrect because the resource management plan may include information about the roles and responsibilities of the team and other stakeholders listed in the stakeholder register, and this information may also be subject to change. Option D: Scope Management Plan defines, develops, monitors, controls, and validates the project's scope. Since the project is already underway, it is highly unlikely that the scope management strategy will be modified. Therefore, among all options, option D is the best solution. 2017 Page(s): 518

iPQ.No	Correct Answer	Points	Explanation
2PMP088	3	2	Answer =3 Reach an agreement with the functional manager through negotiation Explanation: In project management, negotiation is a common method for achieving agreement on project requirements. Here, the project manager must demonstrate his interpersonal skills by negotiating with the functional manager and seeking a win-win outcome. In a matrix organization, the role of resource manager is fulfilled by the functional manager. Option A and D are only viable if Option C fails. Therefore, among the given options, C is the best response. (PMBOK Guide)—Sixth Edition, Project Management Institute Inc., 2017: 341, 357 pages.
2PMP089	2	2	Answer = 2 Cultural differences Explanation: Each of the four options may play a role in determining recognition and rewards in different circumstances. However, the cultural difference is the best alternative. Rewards will only be effective if they fulfill a need that the individual values. In determining recognition and rewards, cultural factors play a crucial role. Option B is the best option among the alternatives. Project Management Institute Inc., 2017; page(s): 341.
2PMP090	3	2	Answer = 3 - \$3,191.50. Explanation: BAC equals \$50,000, EV equals \$22,500, and AC equals \$24,000. $CPI = EV/AC = \$22,500 / \$24,000 = 0.94$ $EAC = BAC/CPI = \$50,000 / 0.94 = \$53,191.48$ $VAC = BAC + EAC = \$50,000 - \$53,191.48 = -\$3,191.48(\text{negative value})$ (PMBOK Guide)—Sixth Edition, Project Management Institute Inc., 2017:262–263

iPQ.No	Correct Answer	Points	Explanation
2PMP091	2	2	Answer = 2 Communication Management Plan Explanation: The Communication Management Plan includes a glossary of all commonly used terms pertaining to the project. (PMBOK Guide)—Sixth Edition, Project Management Institute, Inc., 2017; 377 pages.
2PMP092	3	2	Answer = 3 Megaproject Explanation: Waterfall is a development methodology in project management, so option D is incorrect. Programs are not large projects, so the answer choice A is also incorrect. According to guidelines, a megaproject must cost at least \$1 billion, affect at least 1 million people, and last for years. Therefore, option C is the most appropriate response. (PMBOK Guide)—Sixth Edition, Project Management Institute Inc., 2017, p. 11 463
2PMP093	2	2	Answer = 2 Analyze the impact of change on other project constraints with the team Explanation: As suggested by the scenario, the project manager and team should first analyze the impact of the change on other constraints (time, budget, quality, risk, etc.) to determine the reasonableness of the requested change before communicating it to the CCB. Sixth Edition, Project Management Institute Inc., 2017; 120 pages.
2PMP094	3	2	Answer = 3 Construct a prototype Explanation: A prototype can be used to demonstrate the product increment and collect stakeholder feedback.

iPQ.No	Correct Answer	Points	Explanation
2PMP095	3	2	Answer = 3 The Scrum Master must assist stakeholders in comprehending why the 15-minute time box must be adhered to and guide them in determining how to do so Explanation: The Scrum Master is responsible for implementing Scrum as outlined in the Scrum Guide. He or she also assists in removing barriers between stakeholders and the Scrum Team, as well as impediments to the scrum team's progress. According to the scenario described in the preceding question, the best answer is option C. The Scrum Master should help the stakeholders understand why the 15-minute time box must be respected and guide them in determining how to do so. Agile Practice Guide: Project Management Institute Inc., 2017, Page(s): 41 scrumguides.org/docs/scrumguide/v2020/2020-Scrum-Guide-US.pdf, Page 6.
2PMP096	2	2	Answer = 2 Risk Register Explanation: The question implies that the project team is in risk monitoring activity. The new Know-Unknown risk should be recorded in the risk register. (PMBOK Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) - 458.
2PMP097	3	2	Answer = 3 Both A and B Explanation: Non-functional features include security, scalability, and maintainability. Normal practice is to include non-functional features in the definition of "done" because they apply to all functional features. It is possible to create non-technical, independent product backlog items for some non-functional features, such as performance. This is typically done when we need to enhance previously implemented features.

iPQ.No	Correct Answer	Points	Explanation
2PMP098	2	2	Answer = 2 Rank the product backlog by CD3 priority Explanation: Utilizing Planning Poker to estimate user stories. Not an optimal strategy for ordering product backlog items. Therefore, option A is incorrect. The product owner is responsible for prioritizing the items in the product backlog, while the team manages the sprint backlog and task execution. Therefore, answer choice C is not recommended. The product owner is unable to update the business case, so the correct answer is D, a complete rejection. The CDT value model can rank the product backlog. The cost of delay divided by duration is a method of prioritization that maximizes the value delivered within a given time frame. The CD3 uses the "Weighted Shortest Job First" queuing method to rank product backlog items according to their business value. Because their values are expressed in incomparable measurement units, it is impossible to compare radically distinct stories. The product owner can circumvent this issue by converting everything into monetary value using the cost of delay. And then we can calculate the CD3 by dividing the cost of delay by its duration. The higher the CD3 score, the higher in the backlog the story should be placed. In this case, therefore, option C is the best answer. Agile Practice Guide, Project Management Institute Inc., 2017, Page(s): 59
2PMP099	2	2	Answer = 2 Requirement Explanation: (PMBOK Guide)—Sixth Edition, Project Management Institute Inc., Page(s) 131, 2017.

iPQ.No	Correct Answer	Points	Explanation
2PMP100	3	2	Answer = 3 Conduct an introductory meeting Explanation: A small company was awarded a 3-month project with a fixed-price contract. In this case, we can assume that project scope is also well-defined, since price and timeline are both fixed. This is not an example of a large project. (PMBOK Guide): Sixth Edition, Project Management Institute, Inc., 2017: 86
2PMP101	4	2	Answer = 4 Adapt a hybrid model Explanation: It is difficult to adopt a new technique overnight. Planning a gradual transition is therefore the pragmatic approach. The hybrid model allows teams resistant to change to adapt better to a gradual transition in which both predictive and adaptive delivery models are utilized. The question indicates that the degree of uncertainty for the newly acquired project by the company is moderate. Adapting a hybrid strategy may be ideal in this circumstance. In the future, more complex projects could be tested if the company's hybrid approach proves successful. Agile Practice Guide: Project Management Institute Inc., 2017, Page(s): 30

iPQ.No	Correct Answer	Points	Explanation
2PMP102	3	2	Answer = 3 Both A and B Explanation: Significant aspects of the Scrum process must be transparent to those accountable for the outcome, including internal and external stakeholders. The product owner is responsible for directing the product's direction. Continuously collaborating with stakeholders and the development team, he or she must ensure that the product backlog is transparent, visible, and easily understood. On the other hand, stakeholders should attend Scrum meetings on a regular basis. The question indicates that stakeholders were absent from the previous sprint review meeting because they are surprised to see the product being developed. Agile Practice Guide: Project Management Institute Inc., 2017, Page(s): 41
2PMP103	1	2	Answer = 1 Programmers from each team Explanation: It is the responsibility of all development team members from each team to find their way and ensure that their contributions will result in a potentially release-ready integrated increment.
2PMP104	1	2	Answer = 1 Incomplete stakeholder register Explanation: The Stakeholder Register contains identification information about stakeholders, their expectations and requirements, and the project phase during which their influence or impact will be the most significant. Although there are numerous possible explanations for the high number of change requests, option A appears to be the best choice. If project stakeholders are not identified early on, their requirements will not be included in the project scope, resulting in an increase in change requests. (PMBOK Guide): Sixth Edition, Project Management Institute, Inc., 2017; 514 pages.

iPQ.No	Correct Answer	Points	Explanation
2PMP105	3	2	Answer = 3 Both A and B Explanation: The sprint objective, the product backlog items chosen for the sprint, and the plan for their delivery are collectively referred to as the sprint backlog. scrumguides.org/docs/scrumguide/v2020/2020-Scrum-Guide-US.pdf, Page 9. Agile Practice Guide: Project Management Institute Inc., 2017, Page(s): 101
2PMP106	2	2	Answer = 2 FALSE Explanation: Inspection includes activities such as measuring, examining, and validating to determine whether work and deliverables meet requirements and product acceptance criteria.
2PMP107	1	2	Answer = 1 Project Description Explanation: Here, the project manager is reviewing the project charter-defined exit criteria for the project. (PMBOK Guide)—Sixth Edition, Project Management Institute Inc., Page(s) 81, 2017.
2PMP108	3	2	Answer = 3 Meet with the customer team to discuss the problem description Explanation: Ryan should meet with the client and determine their needs. As customer problems can vary, a product demonstration or sharing the MMF might not be appropriate. The optimal strategy entails meeting with the customer, comprehending their problem statement, and reviewing how his IT product can solve the customer's issue.

iPQ.No	Correct Answer	Points	Explanation
2PMP109	2	2	Answer = 2 Instead of adopting Scrum, the Kanban method should have been implemented Explanation: For an agile project, the selection of the appropriate methodology or framework based on business requirements is crucial. Due to workload variability, Scrum or other time-boxed iterations may not work, per the question. The scenario described in the question is a good fit for the Kanban method. The Kanban system enables a continuous flow of work and offers customer value. There are no fixed-length sprints in Kanban. Instead, the team pulls tasks from a prioritized backlog of necessary tasks. Frequent or whenever a shippable product is created, releases occur. Agile Practice Guide: Project Management Institute Inc., 2017, Page(s): 104
2PMP110	3	2	Answer = 3 EEF Explanation: Vision and mission are examples of enterprise environment components that are internal to the organization. (PMBOK Guide) - Sixth Edition, Project Management Institute Inc., 2017 - 38 pages
2PMP111	4	2	Answer = 4 Confirm project compliance requirements and ensure all new joiners receive safety training Explanation: The project manager must effectively manage project compliance. Since four newly-hired experts will be engaging in high-risk activities, they are required to undergo safety training prior to beginning their project work. Before assigning work to these resources, the project manager must confirm compliance requirements, implement methods to support compliance, and assess the consequences of noncompliance. Here, safety compliance is illustrated by safety training. PMI PMP Examination Content Outline, June 2019 (Task 1), Domain III

iPQ.No	Correct Answer	Points	Explanation
2PMP112	1	2	Answer = TRUE Explanation: Scott is working in a manufacturing company which is producing parts for automobiles. The company has adopted Lean methodology as a project management methodology. While Scott and his team are progressing through the project, a new requirement is requested. David, another team member of Scott's team, states that it is too late to accept new requirements. David's behaviour is against Agile Manifesto.
2PMP113	3	2	Answer = 3 Both A and B Explanation: The following characteristics of servant leadership enable project leaders to become more adaptable and contribute to the success of their teams: Promoting self-consciousness. Listening and serving team members. helping people to develop. guiding versus commanding Promoting safety, esteem, and confidence Increasing the vitality and intellect of others Agile Practice Guide: Project Management Institute Inc., 2017, Page(s): 34
2PMP114	3	2	Answer = 3 Plan a meeting with the subject matter expert and the sponsor to establish reasonable goals Explanation: If the project schedule is unrealistic, the project manager must provide evidence to the sponsor in order to establish reasonable expectations. The SME (subject matter expert) can provide such information, which may assist the sponsor in determining the appropriate course of action. PMI PMP Exam Content Description, June 2019 (Domain I, Task 8)
2PMP115	1	2	Answer = 1 Create a change request that is documented Explanation: The best course of action for CR resulting from a change in software version is formal, documented CR. 117 (PMBOK Guide): Sixth Edition, Project Management Institute, Inc., 2017

iPQ.No	Correct Answer	Points	Explanation
2PMP116	1	2	Answer = 1 TRUE Explanation: Residual risks that are expected to remain after planned responses have been taken, as well as those that have been deliberately accepted.
2PMP117	4	2	Answer = 4 Agile PMO Explanation: A flexible PMO is interdisciplinary. They offer services such as product owner training, coordination of Agile training courses, and mentoring to assist individuals in adopting an Agile mindset and enhancing their skills. Agile Practice Guide: Project Management Institute Inc., 2017, Page(s): 82
2PMP118	4	2	Answer = 4 Advise the team to highlight the key elements of the new story for greater comprehension Explanation: When the team needs to learn a crucial technical or functional element, the spikes are useful. Since the new story requires extensive research and analysis, the best course of action for the product owner in the scenario described in the question is to request that the team spike the story's features and produce a detailed analysis report. Agile Practice Guide: Project Management Institute Inc., 2017, Pages 53–55
2PMP119	3	2	Answer = 3 Both A AND B Explanation: Plan-do-check-act and Six Sigma are two of the most prevalent tools for analyzing and evaluating improvement opportunities. (PMBOK Guide)—Sixth Edition, Project Management Institute, Inc., 2017: 296 pages

iPQ.No	Correct Answer	Points	Explanation
2PMP120	3	2	Answer = 3 Both A and B Explanation: In flow-based agile, lead time, cycle time, and response time are examples of measurements. Agile Practice Guide: Project Management Institute Inc., 2017, Page(s): 64
2PMP121	4	2	Answer = 4 As this is a specialized position, suggest to senior management that they hire a new product owner Explanation: The Scrum Master is responsible for implementing Scrum in accordance with the Scrum Guide. He or she aids in the organization's scrum implementation. According to the scenario described in the question, the Scrum Master should coach the executive team. Every role within a Scrum team is distinct, and having a single individual serve in both capacities creates a conflict of interest. The best course of action would be to seek out a new product owner, as the position requires a dedicated individual. Agile Practice Guide: Project Management Institute Inc., 2017, Page(s): 41 scrumguides.org/docs/scrumguide/v2020/2020-Scrum-Guide-US.pdf, Page 6.

iPQ.No	Correct Answer	Points	Explanation
2PMP122	4	2	Answer = 4 The Development Personnel Explanation: One of the 12 Agile Principles states that "the best architectures, requirements, and designs emerge from self-organizing teams." The development team has the most knowledge regarding task completion. They should assess and implement the change. Option A is incorrect because it does not apply to Agile projects. If present, the project manager acts as a servant leader. His responsibility is the process, not the project. Consequently, choice B is also incorrect. Since the team is responsible for the architecture's creation, they should evaluate the change. Additionally, the team should consult with the product owner to help define the direction. Agile Practice Guide: Project Management Institute Inc., 2017, Page(s): 9,41
2PMP123	1	2	Answer = 1 TRUE Explanation: Intangible benefits are advantages to an organization that cannot be measured in monetary terms and can be brought about by a project. Tangible benefits are monetary or financial benefits that a project can bring to an organization. Intangible benefits are non-monetary benefits that a project can bring to an organization (e.g. brand image, customer satisfaction, etc.). An increase in brand perception is an intangible benefit.

iPQ.No	Correct Answer	Points	Explanation
2PMP124	2	2	Answer = 2 Confirm the deliverables' official acceptance Explanation: All four choices are essential. However, a phase must be formally concluded and accepted before the subsequent phase can begin. Therefore, option B is the most important alternative that the project team should consider. 165 (PMBOK Guide): Sixth Edition, Project Management Institute Inc., 2017
2PMP125	3	2	Answer = 3 Scrum Team, Relevant Stakeholders Explanation: During the Sprint Review meeting, the Scrum Team (product owner, development team, and scrum master) and stakeholders discuss the sprint's accomplishments and any environment changes. Therefore, among all options, Option C is the best solution. Agile Practice Guide: Project Management Institute Inc., 2017, Page(s): 101
2PMP126	1	2	Answer = 1 TRUE Explanation: As the world's leading authority on project management, PMI created PMP Certification to recognize project managers who have proven they have the skills to successfully manage projects

iPQ.No	Correct Answer	Points	Explanation
2PMP127	2	2	Answer = 2 Kanban Explanation: The Kanban system enables a continuous flow of work and offers customer value. There are no fixed-length sprints in Kanban. Instead, the team pulls tasks from a prioritized backlog of necessary tasks. Frequent or whenever a shippable product is created, releases occur. Choices A and D are incorrect because, in Scrum and large-scale Scrum, the product is released at a frequency determined by the length of the sprint. Battlefield Agility does not emphasize continuous delivery, so Option C is also incorrect. Choice B is the best answer among the given options. Agile Practice Guide: Project Management Institute Inc., 2017, Pages 103, 104
2PMP128	1	2	Answer = 1 Evaluation and testing document Explanation: Test and evaluation documents outline the procedures used to determine whether a product meets the quality objectives outlined in the quality management plan. (PMBOK Guide)—Sixth Edition, Project Management Institute, Inc., 2017: 296 pages

iPQ.No	Correct Answer	Points	Explanation
2PMP129	3	2	Answer = 3 Cancel the sprint and collaborate with the team to reorder the product backlog's priorities Explanation: The sprints have a predetermined duration of one month or less to ensure consistency. Choice A is incorrect because it is not the advised answer. The product owner cannot modify the sprint backlog, but the development team is authorized to do so. So, Option B is also incorrect. The team is unable to cancel a sprint. A product owner may terminate a sprint. Thus, Option D is incorrect. Choice C is the most appropriate option. The product owner should cancel the sprint and collaborate with the team to reprioritize the product backlog so that the team can immediately begin working on the change. scrumguides.org/docs/scrumguide/v2020/2020-Scrum-Guide-US.pdf, Page 7, 8.
2PMP130	3	2	Answer = 3 Both A and B Explanation: The fundamental characteristics of the Kanban method include: Visualize the process flow Limit work in progress, manage the flow, and make explicit process policies. Implement feedback loops and collaborate on improvement. Agile Practice Guide: Project Management Institute Inc., 2017, Page(s): 104

iPQ.No	Correct Answer	Points	Explanation
2PMP131	4	2	Answer = 4 Use the information radiator and place it in a prominent location in the office Explanation: An information radiator is a comprehensive display of key team information, openly shared with all team members and other stakeholders, and continuously updated. It resembles a large visual chart displayed in a prominent location. It includes the task board, the number of automated tests, the team velocity, incident reports, the status of continuous integration, the status of work packages, and the team's progress. Agile Practice Guide, Project Management Institute Inc., 2017, Page(s): 152
2PMP132	3	2	Answer = 3 Multi-criteria decision analysis Explanation: Multi-criteria decision analysis employs a decision matrix to provide a systematic analytical method for evaluating proposed changes based on a predefined set of criteria. 119 (PMBOK Guide): Sixth Edition, Project Management Institute Inc., 2017
2PMP133	3	2	Answer = 3 Facilitated Workshop Explanation: Facilitated workshops can be used to quickly define and confirm the Cross-Functional requirements and reconcile Stakeholder differences. (PMBOK Guide) – Sixth Edition, Project Management Institute Inc., 2017, Page(s) – 145.
2PMP134	2	2	Answer = 2 Crystal Explanation: Crystal methodology shares the characteristics of frequent delivery and osmotic communication. Agile Practice Guide, Project Management Institute Inc., 2017, Page(s): 107

iPQ.No	Correct Answer	Points	Explanation
2PMP135	4	2	Answer = 4 A decision reached with the support of more than 50 percent of the group's members Explanation: Plurality, or relative majority, refers to a method of reaching a decision in which the largest bloc in a group decides, even if a majority is not reached. A, B, and C are plurality characteristics, while D is the majority characteristic. 144 (PMBOK Guide): Sixth Edition, Project Management Institute Inc., 2017
2PMP136	3	2	Answer = 3 Seek sponsor permission Explanation: The authorization of the sponsor is required for the approval of a change request. Only approved modifications should be included in a revised baseline. The sponsor is responsible for contributing funds to the project. C is the most appropriate response among the given options. 117 (PMBOK Guide): Sixth Edition, Project Management Institute, Inc., 2017
2PMP137	1	2	Answer = 1 Scrum Team Explanation: To generate a product roadmap, the entire Scrum Team (Scrum Master, Product Owner, and Development Team) participates in release planning.
2PMP138	2	2	Answer = 2 Problem solving Explanation: The sponsor and project manager have adopted a collaborative/ problem-solving approach to conflict resolution in order to achieve a win-win situation. So, among all options, option B is the best answer. (PMBOK Guide): Sixth Edition, Project Management Institute Inc., 2017, Page(s): 349

iPQ.No	Correct Answer	Points	Explanation
2PMP139	3	2	Answer = 3 Storming Explanation: The level of conflict is highest in the storming phase. During this phase, the team begins to work on the project. If members of a team are not receptive to diverse ideas and points of view, the environment can become counterproductive. (PMBOK Guide)—Sixth Edition, Project Management Institute, Inc., 2017; 338 pages.
2PMP140	3	2	Answer = 3 Both A and B Explanation: The typical team charter includes - Team values. - Communication guidelines. - Decision-making standards and methods - Meeting guidelines. - Conflict resolution methodology. - Team protocols. (PMBOK Guide)—Sixth Edition, Project Management Institute Inc., 2017, Page(s): 319.
2PMP141	3	2	Answer = 3 Review the RACI to determine the current resource assignment Explanation: In this scenario, the project manager should review the assigned work and the resource's current responsibilities. This RACI chart requires review. He can discuss and negotiate with the functional manager after reviewing the RACI chart. Here, among all options, the best response is option C. Sixth Edition, Project Management Institute Inc., 2017; 317 pages.

iPQ.No	Correct Answer	Points	Explanation
2PMP142	2	2	Answer = 2 Examine the resource schedule Explanation: The resource calendar indicates when and for how long specific physical or team resources will be available throughout the duration of the project. The leased building is a physical resource for this project. Based on this, the project manager can decide whether or not to renew the building's lease. In many organizations, especially those with a centralized procurement strategy, the procurement administrator handles such situations. D is a good choice, but in many organizations, the procurement administrator handles such situations. The question never specified whether the procurement strategy of the organization is centralized or decentralized. Sixth Edition, Project Management Institute Inc., 2017, Page(s): 323.
2PMP143	3	2	Answer = 3 Both A and B Explanation: Consider a scaled agile or lean framework, such as disciplined agile (DA), large scale scrum (LeSS), SAFe, etc., for very large projects with large teams. Agile Practice Guide: Project Management Institute Inc., 2017, Page(s): 121
2PMP144	2	2	Answer = 2 Manager of Functional Operations Explanation: The functional manager serves as the resource manager in a matrix organization. So the correct response is B.

iPQ.No	Correct Answer	Points	Explanation
2PMP145	1	2	Answer = 1 Ryan is naturally an extrovert Explanation: The scenario described in the question demonstrates the traits of an extrovert. Extroverts gain energy from social interaction, whereas introverts recharge by spending time alone. Option D seems out of place. Sanguine (free-spirited and optimistic) is one of Kant's four distinct human temperaments. Thus, choice C is incorrect. Carl Jung was among the first psychologists to define introvert and extrovert in a psychological context. The Myers-Briggs Type Indicator (MBTI) is based on Jung's view of extroverted and introverted personality types. This questionnaire describes an individual's degree of introversion and extroversion, thinking and feeling, intuition and sensation, and judging and perceiving. Introverts are reflective and self-aware, and they generally consider their actions before taking them. Generally, introverts have excellent listening abilities. Consequently, option B is also incorrect. Extroverts are action-oriented, extroverted, and frequently make snap decisions. The majority of the time, they are excellent communicators, but they can be easily distracted and are not always good listeners. In this situation, option A is the best option.
2PMP146	2	2	Answer = 2 The project manager should have reviewed the information regarding work performance Explanation: The project manager should have reviewed the work performance information rather than the work performance data to assess the project's budget performance. Work performance data should not be used in isolation in the decision-making process because it has no meaning outside of context. In contrast, work performance data is correlated and contextualized and serves as the basis for project decisions. 109 (PMBOK Guide): Sixth Edition, Project Management Institute Inc., 2017

iPQ.No	Correct Answer	Points	Explanation
2PMP147	3	2	Answer = 3 Explore alternative tools accessible to all team members Explanation: The project manager is accountable for maintaining team bonding and cohesiveness. Unless he chooses a tool that is geographically agnostic, he will never be able to bring the team together.
2PMP148	1	2	Answer = 1 Work Breakdown Diagram Explanation: The Work Breakdown Structure (WBS) serves as the schedule management plan's framework. Project Management Institute Inc., 2017; 182 pages.
2PMP149	4	2	Answer = 4 Graded Time and Resources Explanation: Graduated Time and Materials is an approach that shares financial risk. Suppliers are compensated with a higher hourly rate if the delivery is completed before the agreed-upon deadline. Conversely, late delivery will result in a price reduction. Agile Practice Guide, Project Management Institute Inc., 2017, Page(s): 78
2PMP150	1	2	Answer = 1 Create a plan for project management Explanation: The question states that you, as the project manager, have completed project initiation and are about to begin project planning. Develop Project Management Plan is a step within the Planning Process Group that generates the project management plan. 82 (PMBOK Guide): Sixth Edition, Project Management Institute Inc., 2017

iPQ.No	Correct Answer	Points	Explanation
2PMP151	4	2	Answer = 4 Adapt a hybrid model Explanation: Changing to a new technique overnight is difficult. Therefore, planning a gradual transition is the more pragmatic course of action. Teams that are resistant to change adapt better to the hybrid model, a gradual transition in which both predictive and adaptive delivery models are utilized. The question indicates that the level of uncertainty for the new project that the company recently acquired is moderate. Adapting a hybrid strategy can be ideal in such a scenario. In the future, the company may test more complex projects if its hybrid strategy proves successful. Agile Practice Guide: Project Management Institute Inc., 2017, Page(s): 30
2PMP152	4	2	Answer = 4 To compare throughput across teams, velocity is not a suitable metric Explanation: The velocity of each team is unique. If team A has a velocity of 50 and team B has a velocity of 75, this does not necessarily indicate that team B has a greater throughput. Given that each team's estimation culture is distinct, their velocity will also vary. Resist the temptation to compare team velocity. Measure the level of effort and output of work based on the unique interpretation of story points by each team. Agile Practice Guide: Project Management Institute Inc., 2017, Page(s): 64
2PMP153	2	2	Answer = 2 The principle of decreasing returns Explanation: The approach of senior management can result in the law of diminishing returns. According to it, when one factor (e.g., resource) used to determine the effort required to produce a unit of work is increased while all other factors remain fixed, a point will eventually be reached where additions to that one factor begin to result in progressively smaller or diminishing output increases. (PMBOK Guide): Sixth Edition, Project Management Institute Inc., 2017

iPQ.No	Correct Answer	Points	Explanation
2PMP154	1	2	Answer = 1 Context diagram Explanation: The context diagram is used to establish the system's context and boundaries. (PMBOK Guide)—Sixth Edition, Project Management Institute Inc., Page(s) 146, 2017.
2PMP155	3	2	Answer = 3 Both A and B Explanation: The Kanban method is most effective when the following conditions are met: Flexibility: not limited by time constraints. Concentrate on constant delivery and workflow. Increased productivity and quality: limiting work in progress increases productivity and quality. Checking all possible tasks and eliminating non-value-adding activities increases productivity. Focus on team members: limited work in progress enables the team to concentrate on the current task. Workload variability: work arrives in an unpredictable manner. Transparency makes waste visible, allowing it to be eliminated. Agile Practice Guide: Project Management Institute Inc., 2017, Pages 103–104
2PMP156	4	2	Answer = 4 Analysis of technical performance Explanation: The technical performance analysis compares the technical accomplishments achieved during project execution to the technical accomplishments planned. Deviations, such as less functionality than anticipated at a key milestone, can aid in predicting the degree of success in achieving the project's scope. Sixth Edition, Project Management Institute Inc., 2017; 456 pages.

iPQ.No	Correct Answer	Points	Explanation
2PMP157	3	2	Answer = 3 Set up a meeting with the stakeholder, gain an understanding of his concern, and explain that altering the duration of daily stand-up meetings is an antipattern Explanation: Status meetings are distinct from daily stand-up meetings. This 15-minute meeting is held simultaneously for all team members to provide a brief update on the project. This is a team collaboration meeting in which the team reviews the previous day's progress, declares its intentions for the current day, and discusses any obstacles encountered or expected. The Scrum Master should inform the stakeholder that the Scrum Guide never recommends exceeding 15 minutes for the duration of daily standups. The meeting's agenda differs from that of a typical status meeting. scrumguides.org/docs/scrumguide/v2020/2020-Scrum-Guide-US.pdf, Page 9. Agile Practice Guide: Project Management Institute Inc., 2017, Page(s): 44,53,151
2PMP158	3	2	Answer = 3 Set up separate meetings with each Agile team and ensure that retrospectives are conducted following each iteration's demonstration of working software Explanation: Retrospectives enable the team to learn from its previous product and process work. Regularly conducting retrospectives enables an agile team to continuously enhance its process and productivity. Agile Practice Guide: Project Management Institute Inc., 2017, Pages 50–51

iPQ.No	Correct Answer	Points	Explanation
2PMP159	4	2	Answer = 4 Circular Flow Diagram Explanation: Cumulative flow diagrams are useful for monitoring and predicting the delivery of value. Option A: Burndown Chart: Incorrect: Displays remaining work. Choice: B: Burnup Chart: Inaccurate: Identifies completed work. Option: C - Control Chart Incorrect: It is a graphical representation of process data versus established control limits over time. Choice: D: Cumulative Flow Diagram; Correct: Displays remaining work, completed work, and work in progress. Cumulative flow diagrams aid in understanding project issues, cycle times, and likely completion dates. Agile Practice Guide: Project Management Institute Inc., 2017, Page(s): 70
2PMP160	3	2	Answer =3 Set up a meeting with the subject matter expert and the sponsor to establish reasonable goals Explanation: If the project schedule is not feasible, the project manager must provide evidence to the sponsor in order to establish reasonable expectations. This information can be provided by the SME (subject matter expert), which may aid the sponsor in determining the appropriate course of action. (Domain I, Task 8)

iPQ.No	Correct Answer	Points	Explanation
2PMP161	3	2	Answer = 3 Both A and B Explanation: The following characteristics define a good user story: I: Independent. N- Negotiable. V- Valuable. E- Estimable. S- Small. T- Provable. Agile Practice Guide, Project Management Institute Inc., 2017, Page(s): 155
2PMP162	2	2	Answer = 2 Burnup Graph Explanation: The burnup charts track the amount of completed work. It can also display the modifications to the project's scope, making the effects of those modifications visible. Agile Practice Guide: Project Management Institute Inc., 2017, Page(s): 63,150
2PMP163	1	2	Answer = 1 Mind mapping Explanation: It is stated in the question that the "Collect Requirements" process is being executed. Therefore, choices C and D are incorrect. Option B is also incorrect, as the affinity diagram is used to group ideas. There is no mention of consensus or disagreement among stakeholders. Mind mapping consolidates ideas generated in individual brainstorming sessions into a single map that reflects similarities and differences in understanding and generates new concepts. 144 (PMBOK Guide): Sixth Edition, Project Management Institute Inc., 2017

iPQ.No	Correct Answer	Points	Explanation
2PMP164	3	2	Answer = 3 Backlog refinement meeting Explanation: During the middle of an iteration in iteration-based agile, the product owner frequently collaborates with the team to prepare some stories for upcoming iterations. According to the question, a new story has been introduced during a sprint. During the backlog refinement meeting, the product owner provides the team with an overview of the story concepts. The team discusses and refines it into the necessary number of stories. Agile Practice Guide: Project Management Institute Inc., 2017, Pages 52–53
2PMP165	1	2	Answer = 1 Agile PMO Explanation: The Scrum Team must share templates for user stories, test cases, cumulative flow diagrams, etc. with the Agile PMO in charge of developing and implementing standards. Additionally, Agile PMO offers training on Agile tools and concepts. Agile Practice Guide: Project Management Institute Inc., 2017, Page(s): 82
2PMP166	3	2	Answer = 3 At regular intervals, the team considers how to become more efficient and then modifies its behavior accordingly Explanation: Retrospectives enable a team to learn, enhance, and modify its process. One of the Agile Manifesto's guiding principles states, "At regular intervals, the team reflects on how to become more effective and adjusts its behavior accordingly." This concept is supported. Agile Practice Guide, Project Management Institute Inc., 2017, Page(s): 9, 50, 98

iPQ.No	Correct Answer	Points	Explanation
2PMP167	4	2	Answer = 4 Business Plan Explanation: Before initiating a project, the business case will typically identify the strategic and operational assumptions and constraints at a high level, which will then be reflected in the project charter. Throughout the project life cycle, all assumptions and constraints are recorded in the Assumptions Log. Sixth Edition, Project Management Institute Inc., 2017 Page(s): 81
2PMP168	3	2	Answer = 3 Schedule a brainstorming session to evaluate the stakeholder engagement requirements Explanation: Choice B is incorrect because the project manager cannot update the business documents (business case and benefits management plan). The project manager is responsible for engaging stakeholders. Therefore, elevating the situation to the sponsor is not the best course of action. Consequently, option A is also inappropriate. The question did not specify the type of PMO, and in general, PMOs are not responsible for engaging stakeholders. Consequently, Choice D is also incorrect. The project manager is responsible for collaborating with stakeholders. Scheduling a brainstorming session with the team to evaluate the engagement needs of the two stakeholders and optimize alignment between stakeholder needs, expectations, and project objectives is the optimal course of action. Thus, the engagement deficit can be closed. Option C is the best answer among the available choices. June 2019 PMI PMP Exam Content Outline: Domain 1: Task 9 (PMBOK Guide)—Sixth Edition, Project Management Institute Inc., 2017:521–522.

iPQ.No	Correct Answer	Points	Explanation
2PMP169	3	2	Answer = 3 Set up a meeting with the subject matter expert and the sponsor to establish reasonable goals Explanation: If the project schedule is not feasible, the project manager must provide evidence to the sponsor in order to establish reasonable expectations. This information can be provided by the SME (subject matter expert), which may aid the sponsor in determining the appropriate course of action. (Domain I, Task 8)
2PMP170	2	2	Answer = 2 Fast forwarding Explanation: Crashing has a direct effect on project costs, and since CPI is low, option A is incorrect. Choices C and D are resource optimization techniques. Resource smoothing will not alter the critical path, so implementing resource smoothing will not improve the project schedule. Resource leveling is utilized when resource limits are of the utmost importance, so it may not be the best option. Therefore, neither choice C nor D is correct. Fast tracking is a technique for schedule compression in which activities or phases are performed sequentially in parallel for at least a portion of their duration. It is a cost-effective method for reducing the critical path's duration. In addition, the question states that the project leader has decided to fast-track the project after reviewing planned risk responses; therefore, he should be aware of the potential risks associated with fast tracking. Therefore, among all the choices, Option B is the best response. (PMBOK Guide): Sixth Edition, Project Management Institute Inc., 2017: 215 pages.

iPQ.No	Correct Answer	Points	Explanation
2PMP171	3	2	Answer = 3 Both A and B Explanation: The following eight principles guide the application of the DSDM framework: Focus on business requirements. Deliver on schedule. Collaborate. Never skimp on quality. Construct incrementally upon solid foundations. Develop iteratively. Communicate continuously and clearly. Demonstrate control (use appropriate techniques). Agile Practice Guide: Project Management Institute Inc., 2017, Page(s): 110
2PMP172	4	2	Answer = 4 Make a determination based on the business value of the required and suggested features Explanation: The product owner should rank the work based on its business value. To reach a conclusion, he must determine the ROI of each feature separately. Agile Practice Guide: Project Management Institute Inc., 2017, Page(s): 41
2PMP173	3	2	Answer = 3 Examining the Meeting Minutes (MRM) from his meeting with the key stakeholders Explanation: Meeting minutes are formal communication artifacts used to summarize a meeting's discussion points. Meeting minutes may include a list of attendees, the meeting's purpose, the original agenda, the events that transpired during the meeting, materials presented such as slides or reports, outstanding questions or concerns, and action items discussed along with relevant votes, milestones, responsibilities, and deadlines. If the project team has access to a formal report detailing what caused the stakeholders' concern and the context of the discussion, it may facilitate the generation of solution ideas. (PMBOK Guide)—Sixth Edition, Project Management Institute Inc., 2017, Page(s): 361, 381, 386.

iPQ.No	Correct Answer	Points	Explanation
2PMP174	1	2	Answer = 1 Specific knowledge Explanation: In this instance, the agile coach imparts explicit knowledge to the team. "Explicit knowledge" refers to knowledge that can be codified using images, numbers, and words. Sixth Edition, Project Management Institute Inc., 2017; 100 pages.
2PMP175	3	2	Answer = 3 Both A and B Explanation: Some common causes of complexity include: Human conduct. Uncertainty and ambiguity exist in system behavior. Technological Innovation. Sixth Edition, Project Management Institute Inc., 2017 Page(s): 68 Seventh Edition, Project Management Body of Knowledge, Project Performance Domains, Pages 50–51
2PMP176	3	2	Answer = 3 Advise the project teams to consider using Kanban boards to make work visible Explanation: According to the scenario described in the question, the agile coach should suggest making work visible using Kanban boards and experimenting with limits for the different areas of the work process in order to improve workflow. Agile Practice Guide: Project Management Institute Inc., 2017, Page(s): 32

iPQ.No	Correct Answer	Points	Explanation
2PMP177	1	2	Answer = 1 SPI is the schedule performance index Explanation: Option A: Schedule Performance Index (SPI) (correct): SPI indicates the efficiency with which scheduled tasks are being completed. Option B: Schedule variance (SV) (incorrect): SV measures the difference between the actual and planned values. Variation at Completion (VAC): Option C Incorrect; the statement forecasts the budget deficit or surplus. To-Complete Performance Index (TCPI): Option D Incorrect. It is the ratio between the cost of completing the remaining work and the remaining budget. Here, among all options, Option A is the best answer. Sixth Edition, Project Management Institute Inc., 2017, Page(s): 263. (PMBOK Guide): Seventh Edition, Section 2, Project Performance Domains, Page(s): 100
2PMP178	3	2	Answer = 3 Choosing a predictive development method over an agile method Explanation: Due to the need for extensive up-front planning to ensure that all safety requirements are identified, planned for, created, integrated, and tested, projects with stringent safety requirements typically employ a predictive approach.

iPQ.No	Correct Answer	Points	Explanation
2PMP179	3	2	Answer = 3 EEF Explanation: The vision and mission of the organization are examples of internal enterprise environment factors. (PMBOK Guide)—Sixth Edition, Project Management Institute, Inc., 2017: 38
2PMP180	3	2	Answer = 3 Both A and B Explanation: The most prevalent business value metrics include, but are not limited to, the following: Net Present Value (NPV) ROI - Return on Investment Benefit-to-cost ratio Period of payback (PBP) NPS is an example of a stakeholder metric, whereas VAC is utilized for forecasting. Therefore, options B and D are the correct alternatives. Sixth Edition, Project Management Institute, Inc., 2017, Page(s): 34 (PMBOK Guide): Section 2, Project Performance Domains, Page(s): 102, Seventh Edition