

QUESTIONNAIRE REPORT SHEET

iPQ3PMP V1.1

iPQ.No	Correct Answer	Points	Explanation
3PMP001	3	2	Answer = 3 Refer to the process assets of the organization Explanation: The question indicates that the project is prepared to transition to operations (the business realization phase), so the project manager must initiate the closure procedure. Since the companies merged in recent years, their OPA should have been updated. In addition, OPA is an input for the project or phase closure process, containing guidelines or requirements for project closure. Organizational Process Assets consist of corporate policies and procedures that the project manager must adhere to for official project closure. Consequently, among all available options, option C is the best choice. (PMBOK Guide)—Sixth Edition, Project Management Institute, Inc., 2017: 126 pages.
3PMP002	3	2	Answer = 3 The project scope statement was poorly drafted Explanation: The statement of project scope includes the project's scope, major deliverables, acceptance criteria, and exclusions. According to the question, the project team is currently participating in a scope baseline approval meeting, during which stakeholders have discovered that some out-of-scope requirements have been added to the project scope. Therefore, among the given options, option C is the best choice. 154 (PMBOK Guide, Sixth Edition, Project Management Institute Inc., 2017)

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3PMP003	2	2	Answer = 2 EAC Explanation: The approved project budget that has been baselined during planning is the BAC or PMB. Therefore, A and D are incorrect options. ETC provides a rough estimate of the amount of money required to complete the remaining work. Therefore, C is incorrect. Your most recent cost estimate or forecast, represented by EAC (Estimate At Completion), is the estimated project budget. Thus B is the correct response. (PMBOK Guide): Sixth Edition, Project Management Institute, Inc., 2017; 264,265 pages.
3PMP004	1	2	Answer = 1 The project team adopted a strategy to avoid risk Explanation: The implication of the question is that the project team is attempting to avoid risk by modifying the project management plan. This is an example of risk avoidance. Individuals may become confused between choices A and B. However, option A appears to be the better choice. Option B also contains incorrect information regarding a known risk. A risk may be known or unidentified. Therefore, among the given options, A is the best response. (PMBOK Guide)—Sixth Edition, Project Management Institute, Inc., 2017:444.
3PMP005	1	2	Answer = 1 Smoothing Explanation: Smoothing, also known as accommodating, focuses on areas of agreement as opposed to areas of disagreement. The project manager utilized the smoothing technique in this instance. (PMBOK Guide) - Sixth Edition, Project Management Institute Inc., 2017 - 349 pages

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3PMP006	1	2	Answer = 1 TRUE Explanation: Data and metrics are very important to track, monitor, and control any project.
3PMP007	1	2	Answer = 1 Secondary Danger Explanation: The implementation of a risk response directly generates a secondary risk. As stated in the question, the team has decided to conduct automated testing as a planned risk response, which may introduce a new risk to the project if implemented. Therefore, among all options, option A is the optimal response. (PMBOK Guide)—Sixth Edition, Project Management Institute, Inc., 2017: 439 pages
3PMP008	3	2	Answer = 3 A formal letter from the client acknowledging the completion of the project and the contract. Explanation: This is a classic example of a tricky question in which the hint is in the final line. The question talks about contract closure, not project closure. Option B and D are therefore incorrect, as they are performed during the closing process. Option A describes the Validate Scope procedure, in which project deliverables are formally accepted, but this does not guarantee contract closure. As part of the controlled procurement procedure, a formal notice of contract completion is issued to the seller. Therefore, among the given options, option C may be the best response. (PMBOK Guide)—Sixth Edition, Project Management Institute, Inc., 2017; 499 pages.

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3PMP009	2	2	Answer = 2 Project Information Management System (PIMS) Explanation: The question indicates that the project manager has delegated the Direct and Manage Project Work processes to two team members. Only the project management information system (PMIS) is listed among the available options. Change log and WBS are process inputs, while work performance data is an output. The Work Authorization System, which is a subsystem of PMIS, is the tool to which team members are required to refer in this instance. (PMBOK Guide)—Sixth Edition, Project Management Institute, Inc., 2017; 95 pages
3PMP010	4	2	Answer = 4 There has been no action taken to implement the risk response. Explanation: The situation outlined above indicates that the risk response was planned but never implemented. During planning, the project team considered the aforementioned scenario and devised the necessary resource replacement plan. However, the new resource was never incorporated. A common issue in risk management is that project teams may spend a significant amount of time and effort identifying, analyzing, and documenting risks and risk responses, but no action is taken to manage those risks. Therefore, in this case, option D is the best answer. (PMBOK Guide)—Sixth Edition, Project Management Institute Inc., 2017:449–450
3PMP011	1	2	Answer = 1 Prevention Explanation: Prevention involves eliminating errors from the process. Prevention trumps inspection as the primary motto of contemporary quality management. Sixth Edition, Project Management Institute Inc., 2017, Pages: 274.

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3PMP012	1	2	Answer = 1 TRUE Explanation: The primary purpose of the Estimate Costs process is to produce a rough estimate of the monetary resources that will be required to finish the work associated with the project.
3PMP013	4	2	Answer = 4 Evaluate the effects of change on the other constraints of the project. Explanation: The project manager should evaluate the project's additional effects first. These include the effects on other constraints at the project level, such as scope, cost, quality, and resources. Once the change request has been evaluated, CCB (if it exists) can be notified to make a final determination. 117 (PMBOK Guide): Sixth Edition, Project Management Institute, Inc., 2017
3PMP014	3	2	Answer = 3 \$25,000 Explanation: The opportunity cost is the lost opportunity's monetary value. Since Project Y was not chosen, the opportunity cost in this instance is \$25,000. Reference: Rita Mulcahy, PMP Exam Prep, Ninth Edition, 2018.

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3PMP015	4	2	Answer = 4 Sponsor Explanation: Every undertaking has a sponsor. The projects possess a CCB team when necessary, but not always. In general, the change management plan defines the approval authority for a change request. Option C is a good choice, but CCB's decision cannot be marked as final unless the sponsor is a member. Sponsor approval is required for all changes to baseline levels, even after CCB approval (if the sponsor is not a member of CCB). Additionally, not all projects have CCB. The question's key word is ultimate. Even if there is CCB in the project, the sponsor must approve all change requests for large projects. Therefore, option D is the best alternative. 115 (PMBOK Guide): Sixth Edition, Project Management Institute, Inc., 2017
3PMP016	1	2	Answer = 1 TRUE Explanation: The level of a stakeholder's involvement can be thought of as a proxy for their level of influence, while the authority a stakeholder possesses is directly proportional to the power that the stakeholder possesses.

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3PMP017	2	2	Answer = 2 Project Description Explanation: The question states that the planning phase of the project has just begun. As physical resource assignments are created during execution, option D is incorrect. Option C is also incorrect because the assumption log documents the project-level assumptions and constraints. The resource management plan determines how resources will be acquired, but it does not contain information on the resources that are currently available. In addition, since the project is still in the planning phase, the resource management plan may not yet exist. Consequently, the answer is B using the process of elimination. The project charter includes funds that have been pre-approved. Occasionally, physical and human resources are assigned in advance, even before the resource management plan is created; this is known as pre-assignment. Pre-assignment consists of team members or physical resources that have already been assigned during the Develop Project Charter procedure. Therefore, among the given options, B is the best response. (PMBOK Guide): Sixth Edition, Project Management Institute, Inc., 2017

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3PMP018	1	2	Answer = 1 Request that the stakeholder submit an official change request Explanation: The question states that the project is in execution, indicating that baselines have already been established. Once baselines have been established, formal change requests must be submitted to document any modifications to the project control documents. 115 (PMBOK Guide): Sixth Edition, Project Management Institute, Inc., 2017
3PMP019	3	2	Answer = 3 Reserve evaluation Explanation: Reserve analysis compares the amount of remaining contingency reserves to the amount of risk remaining in the project at any given time in order to determine whether the remaining reserve is sufficient. Sixth Edition, Project Management Institute Inc., 2017; 456 pages
3PMP020	2	2	Answer = 2 Meet with the primary resource and revise the team charter Explanation: A team charter is a document that outlines acceptable behavior expectations for project team members. It also displays the team's values, agreements, and operating guidelines. Having the members of the project team commit to clear guidelines reduces misunderstandings and boosts productivity. According to the scenario described in the question, the project manager should review and update the team charter in a one-on-one meeting with the lead resource. This action would prevent future conflicts among team members. (PMBOK Guide)—Sixth Edition, Project Management Institute Inc., 2017: 312, 320, 528 pages.

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3PMP021	1	2	Answer = 1 Test-Driven Development Explanation: According to the scenario presented in the question, option B is ruled out because it is an example of a scrum. Option C and D illustrate Agile methodologies. Consequently, using the method of elimination, A is the correct response. Test-driven development is a methodology in which tests are defined before work begins so that work in progress is continuously validated. Agile Practice Guide: Project Management Institute Inc., 2017, Page(s): 56,154
3PMP022	3	2	Answer = 3 The entire team should discuss the problem and come up with a solution collectively Explanation: On an empowered agile team, it is the members' responsibility to resolve technical disputes collectively. It is unlikely that the scrum master or product owner has the technical expertise required to make such decisions. Therefore, among all options, option C is the optimal response. Agile Practice Guide: Project Management Institute Inc., 2017, Pages 41–43, 61
3PMP023	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 identifiers enable hierarchical cost, schedule, and resource the summation.

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3PMP024	2	2	Answer = 2 Software functionality is the primary indicator of progress Explanation: A, C, and D correspond to the four values of the Agile manifesto. Option B exemplifies one of the twelve Agile principles that form the basis of the Agile manifesto. Consequently, option B is the correct response. Agile Practice Guide, Project Management Institute Inc., 2017, Pages 8–9.
3PMP025	4	2	Answer = 4 Using simple estimation techniques to develop a high-level cost forecast. Explanation: Due to the frequency of changes, projects with a high degree of uncertainty or undefined scope may not benefit from detailed cost calculations. In an agile environment, lightweight estimates can be used to generate a high-level labor cost estimate for the project, which can be adjusted as necessary. Then, a detailed estimate is used for short-term planning. (PMBOK Guide): Sixth Edition, Project Management Institute, Inc., 2017: 234 pages.
3PMP026	1	2	Answer = 1 TRUE Explanation: Inspection includes measuring, examining, and validating to determine whether work and deliverables meet requirements and product acceptance criteria.

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3PMP027	3	2	Answer = 3 Product Director Explanation: A change in security law necessitates the cancellation of an ongoing sprint of a software development project, as described in the question. As the Scrum team consists of the product owner, the scrum master, and the development team, options A and B are ruled out. Option D is also incorrect because the scrum master is responsible for the process and not the project. The product owner is responsible for maximizing the value of the product, and only he has the authority to cancel the sprint, although he or she may do so under the influence of key stakeholders, the sponsor, or other stakeholders. A sprint is terminated when the sprint goal becomes obsolete as a result of sudden changes in organizational policies, external environmental factors, or any other adverse circumstances affecting the project. Here, among all available choices, option C is the best. Agile Practice Guide: Project Management Institute Inc., 2017, Page(s): 101 www.scrumguides.org/docs/scrumguide/v2020/2020-Scrum-Guide-US.pdf

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3PMP028	4	2	Answer =4 An increment of potentially releaseable product Explanation: Every sprint's output is referred to as a "potentially releasable product increment." It represents the total number of product backlog items completed during a sprint. Scrum requires the delivery of a potentially shippable product at the finish of each sprint because, in agile, work is broken down into simple chunks that can be completed in a short iteration. The product backlog is a living document that contains all project-related information. It is an ordered list of the team's work presented in narrative form. It is the only source of requirements for modifications to the product. The product backlog is the responsibility of the product owner. Consequently, option A is incorrect. An agile development team is a cross-functional team (consisting of developers, testers, QA, QC, etc.) that collaborates to deliver increments. Thus, option B is illogical. In Agile, "working software is the primary measurement of progress" The final working software is produced in the final sprint, not in each sprint as the question implies. Consequently, option C is also excluded. According to the situation described in the question, the correct answer is option D. Agile Practice Guide: Project Management Institute Inc., 2017, Page(s): 101 www.scrumguides.org/docs/scrumguide/v2017/2017-Scrum-Guide-US.pdf

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3PMP029	2	2	Answer = 2 Analyze the new requirement with the team and evaluate refactoring options Explanation: Change requests are applicable to projects following a waterfall or predictive methodology, but not agile methodologies. Option A is not suggested because Agile projects "welcome changing requirements, even late in the development process." Since only the product owner is responsible for maintaining the product backlog, option D is typically unnecessary. According to the scenario presented in the question, the stakeholder has requested a change (a non-functional requirement) that may result in improved performance. Among all possibilities, analyzing the request with the team and identifying refactoring options is the best option. Therefore, among all the options, option B is the most suitable. Agile Practice Guide: Project Management Institute Inc., 2017, Page(s): 9, 153 https://Agilemanifesto.org.
3PMP030	3	2	Answer = 3 The development personnel Explanation: The development teams in agile projects are self-organized and cross-functional. They have the authority to organize and oversee their own work. No one instructs the development team on how to transform the product backlog into potentially releaseable functionality increments. A cross-functional team collaborates to achieve the sprint objective. According to the situation described in the question, the correct answer is option C. Agile Practice Guide: Project Management Institute Inc., 2017, Pages 40–41 www.scrumguides.org/docs/scrumguide/v2020/2020-Scrum-Guide-US.pdf

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3PMP031	3	2	Answer = 3 Less Explanation: It is stated in the question that a very large project must be executed using an agile methodology and adhering to the scrum philosophies. A very large project requires a large team, so the project manager must divide the large team into multiple smaller teams and use program management to synchronize and coordinate. Such frameworks are only applicable to relatively smaller teams, eliminating options A and B. In the question, the circumstances required for feature-driven development are not specified. It is typically employed to meet the particular requirements of a software development project. Therefore, option D is also excluded. LeSS (Large Scale Scrum) is a framework that extends scrum with scaling guidelines while maintaining scrum's original intent. It retains many of the practices and concepts of one-team Scrum, such as a single product owner and product backlog, one definition of done for all teams, and one potentially shippable product increment at the conclusion of each sprint. It is most applicable for cross-functional teams working on a single product. Therefore, option C is the best alternative. Agile Practice Guide: Project Management Institute Inc., 2017, Page(s): 113, 121, 152
3PMP032	2	2	Answer = 2 Sprint backlog Explanation: Sprint planning is a scrum activity that initiates the sprint. The objective of sprint planning is to determine what the sprint can deliver and how the team will accomplish the work. The sprint backlog is an artifact of Scrum and the result of sprint planning. The sprint backlog includes the following: The Sprint Objective (why) The selection of product backlog items for the sprint. The implementation strategy for delivering the increment (how). Agile Practice Guide: Project Management Institute Inc., 2017, Page(s): 101

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3PMP033	3	2	Answer = 3 Both A and B Explanation: Scrum artifacts include increments and product backlogs, among other things. Examples of Scrum events include Sprint planning and the Sprint review. In addition, there are sprint, daily scrum, and sprint retrospective. Agile Practice Guide: Project Management Institute Inc., 2017, Page(s): 101
3PMP034	3	2	Answer =3 Agile Explanation: A project with a high degree of complexity may have numerous changing requirements. Agile is appropriate for projects with both a high level of change and a high rate of customer delivery. Option A is incorrect and repetitive For a project with a high degree of change and a low frequency of customer delivery, an iterative approach is optimal. Therefore, option A is not the best option. Option B: Inaccurate, Predictive, and Phased: Given the project's level of complexity, this is not the optimal option. Correct, Agile projects are iterative and incremental. This is the best option because the project requires frequent delivery and a high level of change. Option D: Incorrect, Incremental: The incremental approach is ideal for projects with a high delivery frequency and a low degree of change. Therefore, option D is not the best option. Therefore, in this situation, option C is the best option. Agile Practice Guide, Project Management Institute Inc., 2017, Page(s): 19

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3PMP035	2	2	Answer = 2 Planning sprints Explanation: The objective of sprint planning is to estimate and predict the amount of work that can be completed by the team during a given sprint. Typically, it occurs on the first day of the sprint. The team estimates the size and complexity of PBIs during sprint planning. Typically, the team would only estimate a handful of top PBIs for achieving the sprint objective.
3PMP036	3	2	Answer = 3 Complete ten story points and transfer the remaining points to the product backlog Explanation: As all iterations are timeboxed, the duration will remain constant. Typically, neither the iteration plan nor the resources are altered. Instead, all unfinished tasks are added to the backlog. Consequently, among all alternatives, Option C is the best option.
3PMP037	1	2	Answer = 1 Insufficient definition of "complete" Explanation: Definition of Complete (DOD): Construct the thing correctly (deliverables). The definition of "done" consists of the tasks, types, testing levels, and any other criteria that the team deems necessary for the completion of a user story. Before announcing that the user story is complete and delivering it to the customer, it must be tested against all of these criteria. The lack of user story testing indicates an incomplete definition of completeness. Agile Practice Guide: Project Management Institute Inc., 2017, Page(s): 151
3PMP038	4	2	Answer = 4 Five reasons Explanation: The Five Whys is a team exercise used to determine the underlying cause of a problem. Option D is the most appropriate response among the given options.

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3PMP039	3	2	Answer = 3 Both A and B Explanation: Definition of Complete (DOD): Construct the thing correctly (deliverables). Agile Practice Guide: Project Management Institute Inc., 2017, Page(s): 151 www.scrumguides.org/docs/scrumguide/v2020/2020-Scrum-Guide-US.pdf, Page 12.
3PMP040	3	2	Answer = 3 Have a separate contract with a fixed price for each user story Explanation: A collaborative approach must be taken when deciding on an agile contract in which the buyer and seller have a shared risk-reward relationship. Instead of having a single contract for the entire scope of the project, six fixed-price contracts for each user story can be established. This strategy reduces the seller's financial risk and gives the buyer greater control over cash flow. Option C appears to be the best choice among all available options. Agile Practice Guide: Project Management Institute Inc., 2017, Page(s): 77

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3PMP041	4	2	Answer = 4 Control Procurements Explanation: Approved change requests generated by the Perform Integrated Change Control process are fed into the Direct and Manage Project Work, Control Quality, and Control Procurements processes. Option A and C are incorrect because neither process has an input of an approved change request. Although the control quality process accepts approved change requests as input, only actions such as defect repair, preventive, or corrective actions affect approved change requests, and they never include requests for the modification of contracts or related contractual documents. Approved change requests, such as modifications to the contract or procurement statement of work, would impact the control procurement process and serve as valid inputs to the process. Therefore, among the given options, D is the best response. (PMBOK Guide): Sixth Edition, Project Management Institute, Inc., 2017
3PMP042	1	2	Answer = 1 Project Document Explanation: As part of the project documentation update, the disposition of all change requests is logged in the change log. Additionally, a change log is an example of a project document that tracks the status of all change requests. Therefore, among all options, A is the correct response. Sixth Edition, Project Management Institute Inc., 2017; 120 pages.
3PMP043	3	2	Answer = 3 Develop a WBS and a list of activities Explanation: Decomposition is listed explicitly as a technique and tool for both the Create WBS and Define Activities processes. Consequently, option C is the correct response. 156–185 (PMBOK Guide, Sixth Edition, Project Management Institute Inc., 2017)

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3PMP044	2	2	Answer = 2 Political sensitivity Explanation: A is incorrect because networking is used as a technique in the process of monitoring stakeholder engagement but not in the process of planning communication management. C and D are also incorrect because communication styles assessment and expert judgment are used in the plan communications management process but not in the monitor stakeholder engagement process. Following the elimination rule and PMBOK 6, the correct answer is B, as political awareness is utilized in both the planning and monitoring of communication management processes. By understanding who wields power and influence in the required field, political awareness aids the project manager in developing communication strategies to connect with stakeholders. (PMBOK Guide)—Sixth Edition, Project Management Institute Inc., 2017; 366,530, 534 pages.
3PMP045	3	2	Answer = 3 Project management plan Explanation: In this situation, the newly hired project manager should evaluate the project management plan. The development approach defines whether a predictive, iterative, agile, or hybrid model or development approach should be used. Sixth Edition, Project Management Institute Inc., 2017 Page(s): 88
3PMP046	4	2	Answer = 4 Plan resource management. Explanation: The team charter, which is an output of the plan resource management process, defines the ground rules. Therefore, among all options, D is the correct response. (PMBOK Guide)—Sixth Edition, Project Management Institute Inc., 2017:312, 320, 528 pages.

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3PMP047	1	2	Answer = 1 Plan risk responses Explanation: According to the scenario, the project manager and risk owners have just completed the Plan Risk Responses process. As a valid output of the Plan Risk Response process, the Risk Register is updated with information such as agreed-upon response strategies, triggers, warning signs of risk occurrence, residual risks that are expected to remain because they have been consciously accepted, etc. (PMBOK Guide): Sixth Edition, Project Management Institute, Inc., 2017; 448 pages
3PMP048	2	2	Answer=2 Business Plan Explanation: In the initial phase of the Identify Stakeholders process, the business case and the benefit management plan serve as sources of information regarding the project's stakeholders. The answer choice A is incorrect because the project charter may aid in the identification of key stakeholder lists; however, this information is also obtained from the business case. To clarify, the question asked about stakeholders, not about key stakeholders. The answer choice C is incorrect because the project management plan has not yet been developed at this stage. Some may become confused between B and D, as both are similar. The plan for benefit management emphasizes those stakeholders who will gain from the project's completion. The business case contributes to the initial list of stakeholders who will be impacted by the project (both positively and negatively in the majority of possible scenarios). Therefore, option B is the best answer. (PMBOK Guide): Sixth Edition, Project Management Institute, Inc., 2017; 509 pages.

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3PMP049	3	2	Answer = 3 Quality Assurance Metrics Explanation: A is the process output for Manage Quality; it is not an input. Therefore A is incorrect. Work performance data is neither an input nor an output of the Manage Quality procedure, but it is a valid output of the Control Quality procedure. Therefore, B is also incorrect. D is an input to the Manage Quality but not the Control Quality process. Consequently, D is also incorrect. Based on the elimination rule, the correct response is C. Additional quality control measurements are a valid output of the control quality procedure, representing the documented outcomes of control quality activities. It serves as a valid input for the Manage Quality process, which analyzes and evaluates the quality of the project's processes and deliverables against the standards of the performing organization or the specified requirements. In light of this, option C is the correct response. (PMBOK Guide)—Sixth Edition, Project Management Institute Inc., 2017:288, 291, 298, 305 pages.
3PMP050	2	2	Answer = 2 Benefit Management Plan Explanation: A benefit management plan is a type of business document that describes how and when the project's benefits will be delivered, as well as how those benefits should be measured. During project closure, it is determined whether the anticipated project benefits were realized. Sixth Edition, Project Management Institute Inc., 2017; 125 pages.
3PMP051	2	2	Answer = 2 Nominal group technique Explanation: The technique category interpersonal and team skills includes nominal group technique. It is a technique used to rank the most useful ideas for further brainstorming or prioritization. It is a structured form of brainstorming that includes all stakeholders in the requirement gathering (collect requirements) procedure. 144 (PMBOK Guide): Sixth Edition, Project Management Institute Inc., 2017

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3PMP052	4	2	Answer = 4 Stakeholders ability to influence the final characteristics of the project is highest at the start of the project and reduces as the project moves towards completion. Explanation: Stakeholders ability to influence the final characteristics of the project is highest at the start of the project and reduces as the project moves towards completion.
3PMP053	1	2	Answer = 1 Merge the deliverables and inform the customer Explanation: The client should always be informed for any changes in the deliverables.
3PMP054	3	2	Answer = 3 Conflicts should be addressed early and usually in private, using a direct, collaborative approach. Explanation: Discussion and dialogue with the project team assist in determining the optimal method for communicating project performance and responding to requests for information from stakeholders. Observation and conversation allow the project manager to identify team issues, interpersonal conflicts, and individual performance problems.
3PMP055	2	2	Answer = 2 Explanation: Personality refers to the individual differences in characteristic patterns of thinking, feeling, and behaving. Personality characteristics or traits are not always an indication of the broader corporate culture.

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3PMP056	3	2	Answer = 3 Schedule a meeting with these stakeholders to present the project, discuss and establish ground rules, ensure their involvement and identify initial personal and organizational issues. Explanation: Conflict is inevitable in a project environment. Sources of conflict include scarce resources, scheduling priorities, and personal work styles. Team ground rules, group norms, and solid project management practices, like communication planning and role definition, reduce the amount of conflict.
3PMP057	3	2	Answer = 3 They might be leading a team with no direct control over the individual team members. Explanation: Many projects are in a matrix environment where the project manager has limited authority over the resources as they are reporting to their functional managers.
3PMP058	1	2	Answer = 1 Team skills analysis. Explanation: Team skills analysis is not included in the human resource planning.
3PMP059	1	2	Answer = 1 Unethical and subject to discipline by PMI via C1, stating that Oliver must meet all legal and ethical obligations. Explanation: It is not only the contractual obligations that have to be met but also the ethical ones.
3PMP060	3	2	Answer = 3 Loose - Loose situation Explanation: The compromising conflict style is often referred to as the “lose-lose” method. ... Ideally, after compromising on one or more minimal issues, both of the conflicting parties could then agree on the larger issue. This can foster short-term productivity, but it rarely completely solves the underlying problems.

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3PMP061	1	2	Answer = 1 Schedules Explanation: Schedules are considered one of the most common causes of conflict in a project.
3PMP062	4	2	Answer = 4 A primary focus on external senior managers and other key stakeholders to ensure the project is a success through managing upwards. Explanation: The best answer is 4th. While managing upward (or advising upward) is a key skill of the project manager, it is not the primary focus of leadership.
3PMP063	2	2	Answer = 2 Promotional Explanation: promotional: Cultivates team spirit; rewards good work; encourages subordinates to realize their full potential.
3PMP064	4	2	Answer = 4 Informal verbal communication. Explanation: Informal verbal communication and activities can help in building trust and establishing good working relationships and it is the appropriate approach in this scenario.
3PMP065	4	2	Answer = 4 Increased stakeholder satisfaction. Explanation: Options 1 , 2 and 3 are benefits of meeting Quality Requirements. The question states what has contributed to increased cost of Quality. As the stakeholder is not satisfied with the deliverables, there is rework involved. There is an impact on productivity and increases cost. It also decreases stakeholder satisfaction. So among the choices option D is the correct option.

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3PMP066	4	2	Answer = 4 Explanation: The communications channels formula is $N * (N-1) / 2$
3PMP067	2	2	Answer = 2 Buy-in Explanation: Facilitation is the ability to effectively guide a group event to a successful decision, solution, or conclusion. A facilitator ensures that there is effective participation, that participants achieve a mutual understanding, that all contributions are considered, that conclusions or results have full buy-in according to the decision process established for the project, and that the actions and agreements achieved are appropriately dealt with afterward.
3PMP068	3	2	Answer = 3 Project culture Explanation: There are three types of culture that can affect a virtual team: national, organizational, and functional. Each team member brings his or her own culture, and as the team evolves, the unique blend of team members' national, functional, and organizational cultures creates a unique team culture.
3PMP069	4	2	Answer = 4 your decision-making processes. Explanation: From the PMI code of ethics: 4.2.1 We demonstrate transparency in our decision-making process.
3PMP070	3	2	Answer = 3 mutual respect and cooperation. Explanation: Negotiating to achieve mutually acceptable agreements between parties and reduce approval or decision delays is one of the 5 Cs of written communications.

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3PMP071	3	2	Answer =3 move people into project management because they are good in their technical fields. Explanation: The halo effect (sometimes called the halo error) is the tendency for positive impressions of a person, company, brand, or product in one area to positively influence one's opinion or feelings in other areas.
3PMP072	1	2	Answer = 3 Both A and B Explanation: Techniques of active listening involve acknowledging, clarifying, confirming, understanding, and removing barriers that adversely affect comprehension.
3PMP073	2	2	Answer = 2 Making sure the information is received in its entirety, understood correctly, and acknowledged. Explanation: The receiver's task is to interpret the sender's message, both verbal and nonverbal, with as little distortion as possible. The process of interpreting the message is known as decoding.

iPQ.No	Correct Answer	Points	Explanation
3PMP074	2	2	Answer = 2 Forming, storming, norming, performing, adjourning. Explanation: One of the models used to describe team development is the Tuckman ladder, which includes five stages of development that teams may go through. Although it is common for these stages to occur in order, it is not uncommon for a team to get stuck in a particular stage or regress to an earlier stage. Projects with team members who worked together in the past might skip a stage. Forming. This phase is where the team members meet and learn about the project and their formal roles and responsibilities. Team members tend to be independent and not as open in this phase. Storming. During this phase, the team begins to address the project work, technical decisions, and the project management approach. If team members are not collaborative or open to differing ideas and perspectives, the environment can become counterproductive. Norming. In this phase, team members begin to work together and adjust their work habits and behaviors to support the team. The team members learn to trust each other. Performing. Teams that reach the performing stage function as a well-organized unit. They are interdependent and work through issues smoothly and effectively. Adjourning. In this phase, the team completes the work and moves on from the project. This typically occurs when staff is released from the project as deliverables are completed or as part of the Close Project or Phase process.
3PMP075	4	2	Answer = 4 The monitoring and controlling phase Explanation: Monitor and Control Project Work is the process of tracking, reviewing, and reporting the overall progress to meet the performance objectives defined in the project management plan. The key benefit of this process is that it allows stakeholders to understand the current state of the project, to recognize the actions taken to address any performance issues, and to have visibility into the future project status with cost and schedule forecasts.

iPQ.No	Correct Answer	Points	Explanation
3PMP076	3	2	Answer =3 The life cycle cost is the sum of project cost, maintenance cost, and operational cost. Explanation: Life cycle cost is the cost that is associated with the project from the beginning of the project to the end of its useful life and beyond. It includes the cost of acquiring the project, operating it, and disposing of it at the end of its useful life.
3PMP077	2	2	Answer = 2 The project management plan is progressively elaborated until project closure. Explanation: The project management plan is developed through a series of integrated processes until project closure. This process results in a project plan that is progressively elaborated by updates and controlled and approved through the Perform Integrated Change Control process.
3PMP078	4	2	Answer = 4 Linear regression Explanation: In statistics, linear regression is a linear method for modeling the association between a scalar response and one or more explanatory variables (also known as dependent and independent variables). It has nothing to do with evaluative methodologies.
3PMP079	4	2	Answer = 4 Estimating activity durations. Explanation: Estimate Activity Durations is the process of estimating the number of work periods needed to complete individual activities with estimated resources.
3PMP080	2	2	Answer = 2 The control procurements process Explanation: Control Procurements—The process of managing procurement relationships, monitoring contract performance, making changes and corrections as appropriate, and closing out contracts.

iPQ.No	Correct Answer	Points	Explanation
3PMP081	2	2	Answer = 2 Two points together are more than mean $+(2 \times \text{sigma})$, but less than mean $+(3 \times \text{sigma})$. Explanation: Three-sigma limits is a statistical calculation where the data are within three standard deviations from a mean. In business applications, three-sigma refers to processes that operate efficiently and produce items of the highest quality.
3PMP082	2	2	Answer = 2 Parametric Explanation: Parametric estimating is an estimating technique in which an algorithm is used to calculate cost or duration based on historical data and project parameters. Parametric estimating uses a statistical relationship between historical data and other variables (e.g., square footage in construction) to calculate an estimate for activity parameters, such as cost, budget, and duration.
3PMP083	4	2	Answer = 4 Explanation: Research shows that top project managers spend about 90% of their time on a project in communicating.
3PMP084	1	2	Answer = 1 Chart of accounts Explanation: A chart of accounts (COA) is an index of all the financial accounts in the general ledger of a company. In short, it is an organizational tool that provides a digestible breakdown of all the financial transactions that a company conducted during a specific accounting period, broken down into subcategories.
3PMP085	4	2	Answer = 4 Dynamic Programming Explanation: In a constrained optimization method, you make complex mathematical calculations to select a project. These mathematical calculations are based on various best and worst case scenarios, and probability of the project outcome. Some of them are murder board, parallel algorithm, number programming etc.

iPQ.No	Correct Answer	Points	Explanation
3PMP086	3	2	Answer =3 Neither a bad grade nor a bad quality is acceptable. Explanation: While a quality level that fails to meet quality requirements is always a problem, a low-grade product may not be a problem. For example: It may not be a problem if a suitable low-grade product (one with a limited number of features) is of high quality (no obvious defects). In this example, the product would be appropriate for its general purpose of use. It may be a problem if a high-grade product (one with numerous features) is of low quality (has many defects). In essence, a high-grade feature set would prove ineffective and/or inefficient due to low quality.”
3PMP087	3	2	Answer = 3 Ask the customer to file a change request. Explanation: A change request is a formal proposal to modify any document, deliverable, or baseline. In this case, the change control process should be followed, and the client
3PMP088	1	2	Answer = 1 Risk monitoring and control Explanation: A variance analysis reviews the differences (or variance) between planned and actual performance. This can include duration estimates, cost estimates, resource utilization, resource rates, technical performance, and other metrics. A variance analysis may be conducted in each knowledge area based on its particular variables. In Monitor and Control Project Work, the variance analysis reviews the variances from an integrated perspective, considering cost, time, technical, and resource variances in relation to each other to get an overall view of the variance on the project. This allows for the appropriate preventive or corrective actions to be initiated.
3PMP089	1	2	Answer = 1 Project manager Explanation: The project manager is responsible for identifying and managing risk.

iPQ.No	Correct Answer	Points	Explanation
3PMP090	4	2	Answer = 4 all of the above Explanation: A phase gate is held at the end of a phase. The project's performance and progress are compared to project and business documents, including but not limited to: Project business case, project charter, project management plan, and benefits management plan A decision (e.g., a go-or-no-go decision) is made as a result of this comparison to: Continue to the next phase, Continue to the next phase with modifications, End the project, Remain in the phase, or Repeat the phase or elements of it. Depending on the organization, industry, or type of work, phase gates may be referred to by other terms such as phase review, stage gate, kill point, phase entrance, or phase exit.
3PMP091	1	2	Answer = 1 Project management plan updates Explanation: Tools and Techniques to Perform Integrated Change Control: Expert judgment Change control tools Data analysis Alternatives analysis Cost-benefit analysis Decision making Voting Autocratic decision-making Multicriteria decision analysis Meetings

iPQ.No	Correct Answer	Points	Explanation
3PMP092	1	2	Answer = 1 Decision tree analysis is more effective using net present values (NPV) in its calculations than EMV. Explanation: The rules for finding the values of the chance and decision nodes are: The value of each chance node is found by multiplying the values of the uncertain alternatives by their probabilities of occurring and summing the results. This value is known as the expected monetary value (EMV).
3PMP093	4	2	Answer = 4 The BAC is equal to the EV. Explanation: Budget at Completion (BAC) The sum of all budgets established for the work to be performed Earned value (EV) is a measure of work performed expressed in terms of the budget authorized for that work. It is the budget associated with the authorized work that has been completed.
3PMP094	3	2	Answer = 3 Both A and B Explanation: Management reserves are a specified amount of the project budget withheld for management control purposes and are reserved for unforeseen work that is within the scope of the project. Management reserves are intended to address the unknowns that can affect a project.
3PMP095	2	2	Answer = 2 The critical path method Explanation: The critical path method is used to estimate the minimum project duration and determine the amount of schedule flexibility on the logical network paths within the schedule model.
3PMP096	1	2	Answer = 1 Risk Register Explanation: Identify Risks: Tools and Techniques: Expert judgement, data gathering (brainstorming, checklists, interviews), Data analysis (root cause analysis, assumption and constraint analysis, SWOT analysis, document analysis) Interpersonal and team skills, Prompt lists, meetings

iPQ.No	Correct Answer	Points	Explanation
3PMP097	4	2	Answer = 3 99.73% Explanation: Common probability dictates that 99.73% of all outcomes will fall within 3 standard deviations of the mean (above or below); this is Three Sigma.
3PMP098	3	2	Answer = 3 A list of potential risk events. Explanation: Identifying risks is the process of identifying individual project risks as well as sources of overall project risk and documenting their characteristics. The primary output of this process is the risk register, which is a document that records all of the organization's identified risks, the likelihood and consequences of a risk occurring, and the actions to be taken to reduce the impact of those risks.
3PMP099	3	2	Answer = 3 The percent of time an activity will be late Explanation: For a quantitative schedule risk analysis, it is also possible to conduct a criticality analysis that determines which elements of the risk model have the greatest effect on the project's critical path. A criticality index is calculated for each element in the risk model, which gives the frequency with which that element appears on the critical path during the simulation, usually expressed as a percentage. The output from a criticality analysis allows the project team to focus its risk response planning efforts on those activities with the highest potential effect on the overall schedule performance of the project.
3PMP100	4	2	Answer = 4 Work authorization system. Explanation: The PMBOK defines a work authorization system as "a collection of formal documented procedures that defines how project work will be authorized to ensure the work is done by the identified organization, at the right time, and in the proper sequence." This is most often a written authorization to begin a specific activity or work package that is part of the project plan.

iPQ.No	Correct Answer	Points	Explanation
3PMP101	4	2	Answer = 4 Deliverables Explanation: Deliverables are the quantifiable goods or services that need to be provided at the various steps of a project as well as at the end of a project.
3PMP102	4	2	Answer = 4 External Dependency Explanation: There is a relationship between project activities and non-project activities in external dependencies. These dependencies are typically beyond the control of the project team. For instance, the testing activity in a software project may depend on the delivery of hardware from an external source, or government environmental hearings may need to be held before site preparation can commence. During the activity sequencing process, the project management group determines which external dependencies exist.
3PMP103	3	2	Answer = 3 Crashing Explanation: Crashing. A technique used to shorten the schedule duration for the least incremental cost by adding resources. Examples of crashing include approving overtime, bringing in additional resources, or paying to expedite delivery of activities on the critical path. Crashing works only for activities on the critical path where additional resources will shorten the activity's duration. Crashing does not always produce a viable alternative and may result in increased risk and/or cost.
3PMP104	2	2	Answer = 2 Qualify the risk. Explanation: Perform Analyzing the probability of occurrence and impact, as well as other characteristics, qualitative risk analysis is the process of ranking individual project risks for further analysis or action. The primary advantage of this procedure is that it concentrates efforts on high-priority threats. This procedure is performed throughout the duration of the project, typically after the risk has been identified.

iPQ.No	Correct Answer	Points	Explanation
3PMP105	2	2	Answer = 2 $(EAC-AC) / (BAC-EV)$ Explanation: The TCPI to bring the project in on the BAC is the ratio of the value of the remaining project work, per PMI's definition [BAC minus earned value (EV)], all divided by the amount of the remaining funds [BAC minus actual cost (AC)]. This formula works out to be: $TCPI = (BAC - EV) / (BAC - AC)$.
3PMP106	1	2	Answer = 3 TRUE Explanation: Agile Manifesto. Lean methodology necessitates accommodating changing requirements even late in the development process. One of the twelve principles of the Agile Manifesto is that agile processes leverage change for the customer's competitive advantage.
3PMP107	1	2	Answer = 1 Go ahead and execute the rescheduled tasks, as there is no impact on any of the baselines. Explanation: Since there is no impact on baselines, the project manager can proceed and execute the rescheduled tasks.
3PMP108	1	2	Answer = 1 1.2 Explanation: $CPI = 750000 / 900000 = 0.833$; burn rate is in reverse of CPI ($1 / 0.833 = 1.20$).
3PMP109	3	2	Answer = 3 Errors in the initial evaluation of how to achieve the project's objective; new information regarding the project's deliverable; and a new mandate. Explanation: Errors in the initial assessment of how to achieve the goal of the project; new information about the project deliverable; and a new mandate are considered three major causes of change on a project.

iPQ.No	Correct Answer	Points	Explanation
3PMP110	3	2	Answer = 3 The project is behind schedule and within its budget. Explanation: 3 is correct because SPI1 and CPI1
3PMP111	4	2	Answer = 4 By forming a complementary partnership with another company, the project's value is increased. Explanation: The enhance strategy is used to increase the probability and/or impact of an opportunity. Early enhancement action is often more effective than trying to improve the benefit after the opportunity has occurred. The probability of the occurrence of an opportunity may be increased by focusing attention on its causes. Where it is not possible to increase probability, an enhancement response might increase the impact by targeting factors that drive the size of the potential benefit. Examples of enhancing opportunities include adding more resources to an activity to finish early.
3PMP112	1	2	Answer = 1 TRUE Explanation: The technique of brainstorming is used to generate and collect multiple ideas that are relevant to the requirements of the project or product.
3PMP113	1	2	Answer = 1 Salary Explanation: Herzberg called the causes of dissatisfaction "hygiene factors." To get rid of them, you need to ensure that wages are competitive.
3PMP114	1	2	Answer = 1 Interactive communication Explanation: Interactive communication is the most effective type of communication between two or more people in real time. It is a face-to-face communication type in which the project manager can receive direct feedback from the project team or stakeholders to understand their thoughts and provide them with his ideas.

iPQ.No	Correct Answer	Points	Explanation
3PMP115	4	2	Answer = 4 Use a direct and collaborative approach to explain it to the stakeholder. Explanation: Conflict should be addressed early, usually in private, using a direct, collaborative approach.
3PMP116	1	2	Answer = 1 TRUE Explanation: Research indicates that employers will need to fill nearly 2.3 million new project-oriented roles each year through 2030.
3PMP117	4	2	Answer = 4 Self actualization Explanation: Maslow's hierarchy of needs is a theory of motivation that states that five categories of human needs dictate an individual's behavior. Those needs are physiological needs, safety needs, love and belonging needs, esteem needs, and self-actualization needs. Self-actualization needs: Self-actualization describes the fulfillment of your full potential as a person and sits at the highest point of hierarchy.
3PMP118	1	2	Answer = 1 Coercive power Explanation: Coercive power is a formal power source where influencing agents use the threat of force to gain compliance from targets of influence. The force can include social, emotional, physical, political, or economic means and is not always recognized by the target.

iPQ.No	Correct Answer	Points	Explanation
3PMP119	3	2	Answer = 3 \$ 45 Million Explanation: Opportunity cost is regarded as the value of the alternative that is not chosen. If the decision is made to select project Alpha and forego the \$45 million in potential profit from project Beta, the opportunity cost of this decision is \$45 million, the value of project Beta. The topic of this question is not covered in the PMBOK® Guide. However, the Project Management Professional (PMP)® Examination Content Outline (ECO) indicates that while there are some commonalities between the PMBOK® Guide and the ECO, the exam is not bound by the PMBOK® Guide. The list of enablers specified in the tasks of the ECO domains is not exhaustive either. The ECO assumes that prospective PMP aspirants are familiar with other sources of information and preparation, including but not limited to the PMI Code of Ethics and Professional Conduct, PMI's Practice Standards (e.g., Scheduling, Earned Value Management, etc.), organizational behavior theories such as Tuckman's Ladder, Theory X and Theory Y, Maslow's hierarchy of needs, commonly frowned upon project management practices such as gold plating, and others. We intentionally have these questions in our simulator so that you will be better prepared for the real exam. PMP aspirants are encouraged to explore additional sources of information and/or to be familiar with them from their project management experience.

iPQ.No	Correct Answer	Points	Explanation
3PMP120	1	2	Answer = 1 Initiating Explanation: The initiating process group consists of two processes: creating a project charter and identifying stakeholders. The initiating process group is used to define a new project or a new phase of an existing project by obtaining permission to initiate the project or phase. This process group's objective is to align the expectations of stakeholders with the project's purpose, to inform stakeholders of the project's scope and objectives, and to discuss how their participation in the project and its phases can help ensure their expectations are met. In the scenario described, a new project phase is about to commence. Consequently, you should begin with Develop Project Charter. It does not necessarily imply that you will develop a new project charter for each successive project phase, but it does imply that you will execute the processes of the initiating process group, beginning with Develop Project Charter. You will review the project charter to determine if the initial project assumptions and constraints are still valid and if market conditions are still favorable for the project. This procedure may result in an update to the project charter or an addendum to the charter. In extreme circumstances, this procedure may result in the termination of the project. While the PMBOK® Guide does not explicitly mention returning to the Initiating Process Group to review the project charter, several examples imply that the project team may opt to treat each new phase as a separate, independent project. A standalone project entails completing all of its processes, beginning with Develop Project Charter. The same reasoning applies to the following process in the Initiating Process Group, Identify Stakeholders. It is possible that new stakeholders have joined the project, that some previous stakeholders have left, or that the engagement level of the existing stakeholders has changed. Develop Project Charter and Identify Stakeholders should be performed even if nothing has changed. How else could you draw the conclusion that nothing has changed? Initiating the new phase of the project with processes from the Initiating Process Group is the optimal response to the posed question.

iPQ.No	Correct Answer	Points	Explanation
3PMP121	3	2	Answer = 3 Identify Stakeholders Explanation: The Identify Stakeholders process involves identifying all individuals and organizations affected by the project and documenting pertinent information regarding their interests, involvement, and influence on the project's success. Both the Develop Project Charter and Identify Stakeholders processes are part of the Initiating Process Group and must be completed prior to moving on to the Planning Process Group processes. Since the project charter has been developed and approved in this scenario, the Identify Stakeholders process should be executed next.
3PMP122	1	2	Answer = 1 Keep the sponsor satisfied. Explanation: A power/interest grid is a classification model used for stakeholder analysis and management that groups stakeholders according to their level of authority (power) and level of interest (interest) in project outcomes. Classification and suggested administration strategies are as follows: Low-energy/low-interest: only monitor Low-effort and high-interest: stay informed High-power/low-interest: maintain contentment High-power/high-interest: closely manage On the basis of this scenario, the sponsor can be classified as high-power and low-interest; therefore, maintaining the sponsor's satisfaction is the optimal course of action given the scenario's circumstances.
3PMP123	1	2	Answer = 1 TRUE Explanation: Building on a proud history that goes back to 1969, PMI is a non-profit, for-purpose organization that works in almost every country around the world to advance careers, improve the success of organizations, and give project professionals and changemakers new skills and ways of working to help them have the most impact possible.

iPQ.No	Correct Answer	Points	Explanation
3PMP124	2	2	Answer = 2 Explanation: In this scenario, the project sponsor has requested a document containing detailed information regarding the product requirements of your current project. The requirements traceability matrix is a grid that connects the origin of product requirements to the deliverables that fulfill them. Typical attributes used in the requirements traceability matrix include a unique identifier, a textual description of the requirement, the inclusion justification, the requirement's owner, source, priority, version, current status, and status date. Stability, complexity, and acceptance criteria are a few additional attributes that can be used to ensure that the requirement has satisfied the stakeholders.
3PMP125	2	2	Answer = 2 Decompose the system development work package now and decompose the system testing work package later. Explanation: Delaying until later in the project the decomposition of the system testing work package is an example of rolling wave planning. Rolling wave planning is an iterative planning method in which the work to be completed in the near future is planned in detail, while the work to be completed in the distant future is planned at a higher level. A deliverable or subcomponent that will be completed in the distant future might not be amenable to decomposition. Typically, the project management team waits until the deliverable or subcomponent is agreed upon before developing the work breakdown structure (WBS). Therefore, the optimal strategy is to employ rolling wave planning and decompose the system development work package now, followed by the system testing work package later, when more project-specific information becomes available.
3PMP126	1	2	Answer = 1 True Explanation: Responsibility. Respect. Fairness. Honesty. These are the core values of the PMI Code of Ethics and Professional Conduct.

iPQ.No	Correct Answer	Points	Explanation
3PMP127	4	2	Answer = 4 Excess inventory Explanation: Physical resource management focuses on efficiently allocating and utilizing physical resources such as materials, equipment, and supplies. As the project progresses, organizations should have data on how much inventory to maintain on hand. Inefficient management and control of project resources can result in increased expenses. In the described scenario, you've determined that expenses are greater than anticipated. Inadequate inventory management is one of the factors contributing to increased costs. When compared to the cost baseline, having an excessive amount of stock on hand may result in incurring expenses for those supplies sooner than expected.
3PMP128	4	2	Answer = 4 Examine the communications management plan to determine how requests from stakeholders should be handled. Explanation: Monitor Communications is the process of monitoring and controlling communications throughout the entire project life cycle to ensure that the project and its stakeholders' information requirements are met. In this situation, stakeholders are contacting project team members directly, which is not the most efficient use of the team's time. To determine why this is occurring, you must examine the communications management plan to determine how inquiries from stakeholders will be managed. With this information, it is possible to determine whether the parties are in violation of the agreement. Then, you can make any necessary adjustments to shield the project team from time-consuming responses to information requests from stakeholders and develop a more effective communications protocol for stakeholder information requests.

iPQ.No	Correct Answer	Points	Explanation
3PMP129	3	2	Answer = 3 A procedure describing how a project scope statement will be drafted. Explanation: The requirements management plan is a component of the project or program management plan that describes the analysis, documentation, and management of requirements. A procedure that specifies how a project scope statement will be drafted is a component of the scope management plan and should be omitted from the requirements management plan. The incorrect answer choices represent requirements management plan components that should be included.
3PMP130	2	2	Answer = 2 Submit a change request Explanation: All of the available responses appear to be viable options in this scenario, but the question specifically asks what should be done 'first'. Although you have already analyzed the situation and determined the necessary corrective actions, you must still adhere to the correct change control procedure. A configuration element is an artifact of a project that has been subjected to configuration control. Any modification to a configuration element must be formally controlled and accompanied by a formal change request. Since the question describes a circumstance that requires a change to a configuration element, you must first submit a change request and have it approved before implementing the changes.
3PMP131	1	2	Answer = 1 Comparing actual project performance to the plan for managing the project Explanation: Monitor and Control Project Work is the process of tracking, reviewing, and reporting overall progress in order to meet the project management plan's performance objectives. In the Monitor and Control Project Work process, only the comparison of actual project performance to the project management plan is performed.

iPQ.No	Correct Answer	Points	Explanation
3PMP132	1	2	Answer = 1 Submitting a change request Explanation: The change control board (CCB) is a formally chartered group that reviews, evaluates, approves, defers, or rejects change requests. Any project stakeholder may request a change, and the CCB may consist of project stakeholders. Consequently, it is possible for a CCB member to submit a change request.
3PMP133	1	2	Answer = 1 The business documents contain information regarding the project's stakeholders. Explanation: The business documents include the business case and the benefits management plan. Both of these documents were created during pre-project work and are available as sources of information about the project's stakeholders during the first iteration of the Identify Stakeholders process. The business case identifies an initial list of stakeholders affected by the project. The benefits management plan may identify the individuals and groups that will benefit from the delivery of the outcomes of the project and are thus considered stakeholders. Among the available options, only business documents are available as sources of relevant information during the first iteration of the Identify Stakeholders process.
3PMP134	3	2	Answer = 3 Send the participants a list of questions prior to the creativity session. Explanation: For the Identify Stakeholders process, questionnaires and surveys, brainstorming, and brain writing can be used to collect data. Brain writing is a refinement of brainstorming that gives participants time to individually consider the questions prior to the group creativity session. Therefore, the first step in brain writing is to distribute the questions to the participants prior to the creativity session. This procedure will allow participants to be better prepared, resulting in a more productive meeting than a conventional brainstorming session.

iPQ.No	Correct Answer	Points	Explanation
3PMP135	3	2	Answer = 3 Defect repair Explanation: Change requests that are approved may be corrective actions, preventive actions, or defect repairs. The question states, "Some buttons on the remote control developed by the project for the new product do not function as specified." This is an example of a defect repair because immediate action is required to correct a defective product component that does not conform to product specifications. The performing organization neither takes preventive action nor addresses a deviation from the agreed-upon project baselines (corrective action). Since the organization is adding extra buttons to the remote control unit not to enhance the product or make the customer happy, but to meet product specifications, gold plating does not apply.
3PMP136	3	2	Answer = 3 Analogous estimating Explanation: The project manager is estimating the duration of a future project using historical duration data from similar projects. This method of estimating the gross value of a project is known as analogous estimating, and it is frequently used to provide a ballpark figure when there is a lack of specific information about the project.
3PMP137	1	2	Answer = 1 Design for X (DfX), where the X in DfX represents the product's quality. Explanation: The question implies that the Manage Quality process, also known as quality assurance, is currently in progress. Design for X (DfX) is one of the tools and techniques applicable to the Manage Quality process. DfX is a set of technical guidelines that can be implemented during the design of a product in order to optimize a particular aspect of the design. DfX can control and even enhance the final product characteristics. The X in DfX may refer to various aspects of product development, including but not limited to quality enhancement.

iPQ.No	Correct Answer	Points	Explanation
3PMP138	4	2	Answer = 4 Upward. Explanation: Based on the scenario, you are executing the Identify Stakeholders process. Directions of influence is an example of a data representation technique applicable to this procedure. This technique categorizes stakeholders based on their impact on the project's work or the project team itself. Investors can be categorized as upward, downward, outward, or lateral. The upward classification consists of the senior management of the performing organization or the customer organization, the sponsor, and the steering committee. The project sponsor should therefore be classified as upward.
3PMP139	1	2	Answer = 1 Explanation: The project team is executing the Estimate Activity Durations procedure based on the scenario described. The resource breakdown structure (RBS), a hierarchical list of team and physical resources related by category and resource type used for planning, managing, and controlling project work, is an input to this process. Each descending level represents a more specific description of the resource until the information is small enough to be used with the WBS to plan, monitor, and control the work.
3PMP140	2	2	Answer = 2 Register the threat in the risk register. Explanation: Using the risk register, the project manager and team can keep track of all potential threats and opportunities. In addition, after qualitative or quantitative risk analysis methods have been applied to a risk, the risk register serves as the central repository for planned risk responses and lists risk owners. As a result, the first step whenever a new risk emerges on a project is to immediately record it in the risk register.

iPQ.No	Correct Answer	Points	Explanation
3PMP141	4	2	Answer = 4 Identify some form of alternative dispute resolution Explanation: Claims are contested charges for which the buyer and seller cannot reach an agreement. Typically, the contract stipulates terms for claims administration. If the parties are unable to resolve the claim, it should be resolved through alternative dispute resolution (ADR), typically in accordance with the contractually outlined procedures. There are two types of alternative dispute resolution: arbitration and mediation. The preferred method is direct communication between the parties. Courtroom litigation should be the last resort for a project manager. According to the described scenario, the project manager has directly negotiated with the seller. All conversations, however, have reached an impasse. The next step for the project manager in this circumstance is to identify a form of alternative dispute resolution.
3PMP142	3	2	Answer = 3 Crash the schedule Explanation: This question requires knowledge of two areas of project management: risk management and schedule management. During the Develop Schedule process, crashing is an example of a schedule compression technique. By adding more resources to the critical path, this method may aid in capitalizing on an opportunity. The processes of the Project Risk Management Knowledge Area are intended to generate options and strategies to capitalize on opportunities (positive risks) and mitigate the effects of threats (negative risks). In the described scenario, you have the opportunity to receive a bonus payment for early project completion. A contingency reserve consisting of time, money, and resources should be established in order to capitalize on the opportunity. The chance to collect the bonus payment is imminent; consequently, the best course of action in this situation is to crash the schedule to shorten the critical path.

iPQ.No	Correct Answer	Points	Explanation
3PMP143	2	2	Answer = 2 Matrix diagram Explanation: The purpose of a matrix diagram is to illustrate the strength of relationships among factors, causes, and goals that exist between the rows and columns of the matrix. Depending on the number of factors to be compared, the project manager can employ various matrix diagram shapes, such as L, T, Y, X, C, and roof-shaped. The fact that an X-shaped matrix can compare four factors, as required by the question, makes the matrix diagram the best of the provided options.
3PMP144	2	2	Answer = 2 Stakeholder register Explanation: The stakeholder register is a project document containing pertinent information about stakeholder interests, participation, interdependencies, influence, and potential impact on project success. As project stakeholders, vendors should be included in the stakeholder registry. This document should be consulted by the project manager and project team members when gathering pertinent information about project stakeholders, whether they are internal or external to the performing organization.
3PMP145	1	2	Answer = 1 Incomplete stakeholder register Explanation: Academic research and analyses of high-profile project failures demonstrate the significance of a structured approach to the identification, prioritization, and engagement of all project stakeholders. The ability of the project manager and team to appropriately identify and engage all project stakeholders can determine the project's success or failure. The stakeholder register is a project document that contains details about identified stakeholders. This document contains the primary requirements and expectations of the project's stakeholders. Failure to identify key stakeholders appropriately and early on in the project could result in an incomplete stakeholder register and numerous change requests from stakeholders as they are identified.

iPQ.No	Correct Answer	Points	Explanation
3PMP146	2	2	Answer = 2 Performing a weld inspection prior to the customer walkthrough Explanation: The question describes a scenario in which the project team has completed the design phase and begun construction. However, it appears that the team did not adequately test the welding work as part of the quality control process. As part of the Validate Scope process, this procedure is performed to ensure that the project outputs are complete, accurate, and meet customer expectations before the customer accepts the deliverables. As a result of not executing the control quality process, the customer's walkthrough of the crane revealed defects. If the team had executed the quality control process correctly, it is likely that the defective welding would have been discovered, corrected, and the scenario avoided.
3PMP147	2	2	Answer = 2 A collection of potential responses to the business opportunity. Explanation: Metrics to be used to demonstrate realized benefits Target benefits, strategic alignment, a timeframe for realizing benefits, the benefits owner, metrics, assumptions, and risks are the key components of a benefits management plan. The identification of a set of options to be considered for addressing the business problem or opportunity is a crucial component of the project's business case, but it should not be included in the benefits management plan. This element is likely what the PMO marked for elimination.
3PMP148	4	2	Answer = 4 Product breakdown Explanation: The scope of a project can be defined with the aid of product analysis. Methods for translating high-level product or service descriptions into meaningful deliverables are included. Capturing requirements at a high level and breaking them down to the level of detail required to design the final product and define its scope. Product breakdown, requirements analysis, systems analysis, systems engineering, value analysis, and value engineering are examples of product analysis techniques. In the described scenario, the team breaks down the high-level requirements into the level of detail required to design the product, which corresponds to the product breakdown technique, making it the best of the given options.

iPQ.No	Correct Answer	Points	Explanation
3PMP149	4	2	Answer = 4 Handed over to the manufacturing team Explanation: The question indicates that the first phase of the project has concluded, implying that the Close Project or Phase procedure is being executed. The transfer of the final product, service, or result to another group or organization that will operate, maintain, or support it throughout its life cycle is an output of the final project or phase. Transferring ownership of deliverables to the designated stakeholders facilitates the conclusion of a project (or phase). Since they are responsible for the second phase of the project, the project manager would transfer ownership of the design to the manufacturing team in this instance.
3PMP150	4	2	Answer = 4 Have the defective unit replaced. Explanation: The question implies that the process of "direct and manage project work" is occurring. Change requests that have been approved are one of the inputs to this process. The approved change request has been delivered to the project manager. Now, she is responsible for ensuring that the approved change request is implemented as specified. As the change request calls for the replacement of the faulty unit, the next step for the project manager is to replace the faulty unit.
3PMP151	2	2	Answer = 2 Consult the plan for change management. Explanation: Change requests may be submitted for review and a determination may be made based on the request's merits during the Perform Integrated Change Control process. A change request must be approved before a defect can be repaired, but the project manager may or may not have the authority to approve the change request. The change management plan outlines the roles and responsibilities associated with managing the change control procedure. The project manager must first consult the change management plan to determine who is accountable for reviewing and deciding on change requests.

iPQ.No	Correct Answer	Points	Explanation
3PMP152	2	2	Answer = 2 Technology support Explanation: Each project is unique. Consequently, the project manager may need to modify the application of project schedule management processes. Technology support is one of the considerations for customization that must be taken into account when planning the project under the scenario's conditions. The question describes a scenario in which a project is being carried out in an area devoid of existing technology support infrastructure. This circumstance entails the absence of cell towers and Wi-Fi, as well as any other readily available means of communication. Concerning schedule management, the project manager must consider how the project management software, including the project schedule, will be daily updated and submitted to the home office. The project manager may need to acquire the necessary satellite technology equipment and reevaluate the frequency and content of project status updates. Therefore, among the options available, technology support is the most appropriate response to the question posed.
3PMP153	1	2	Answer = 1 Compromise or reconcile Explanation: According to the question, a temporary solution was proposed that satisfied both managers to some degree. To temporarily or partially resolve a conflict, the compromise/reconciliation approach is characterized by the search for solutions that bring some degree of satisfaction to all parties. Even though the compromise/reconciliation approach provides a lose-lose solution because both parties must make concessions, it is the best response given the question's description of the situation.

iPQ.No	Correct Answer	Points	Explanation
3PMP154	1	2	Answer = 1 Quality control measurements Explanation: The scenario suggests that the project manager desires to manage quality, which is the process of converting the quality management plan into executable quality activities that incorporate the organization's quality policies into the project. One of the objectives of the Manage Quality process is to ensure that the project's processes effectively meet the quality standards necessary to satisfy the customer. To accomplish this, however, the Manage Quality process relies on the quality control measurements collected during the Control Quality process. Therefore, the project manager must first obtain the quality control measurements in order to determine if the processes currently employed on the project are effective in meeting the quality requirements necessary to satisfy the customer. Note that outputs from executing processes are typically inputs for monitoring and controlling processes. In this instance, however, quality control measurements are an output of the monitoring and controlling Control Quality process and an input to the executing Manage Quality process.
3PMP155	1	2	Answer = 1 Holding an approved change requests review Explanation: As part of the Control Quality process, inspections may uncover defects or areas of noncompliance with project requirements, which may result in change requests. The project team is accountable for ensuring that approved change requests are implemented, tested, completed, and certified. The project manager discovers that an approved change request was never implemented. Retrospectives, root cause analysis, and quality reports would not have prevented this issue, but they could assist the team in preventing similar errors in the future. An approved change request review would have provided the project manager and team with a method for verifying that the approved change request was implemented, and is thus the best response to the question posed.

iPQ.No	Correct Answer	Points	Explanation
3PMP156	1	2	Answer = 1 Determine quality metrics. Explanation: The question implies that the Plan Quality Management process was executed, but that a step was omitted. The quality metrics document is one of the deliverables of the plan's quality management process. The scenario did not mention this document. All of the remaining outputs are listed as completed. A quality metric, which is an input to the Manage Quality and Control Quality processes, describes in detail an attribute of a project or product and how these processes will verify its conformance. Therefore, quality metrics are most likely what the project team overlooked. One could argue that quality metrics should be incorporated into the quality management plan in the same way that quality roles and responsibilities are. This may seem counterintuitive, but the PMBOK® Guide describes quality metrics as an independent document. On page 89, Table 4-1, Project Management Plan and Project Documents, is a comprehensive listing of the differences between the project management plan and project documents.
3PMP157	4	2	Answer = 4 Organize a focus group. Explanation: The question indicates that the project is in the initiation phase because the project charter is being drafted. A focus group is a technique for collecting information that may be useful in the development of the project charter. Focus groups bring together stakeholders and subject matter experts to gather information about the perceived project risk, success criteria, and other topics in a more conversational manner than an individual interview. In an adaptive (agile) environment, the project manager's responsibilities remain unchanged, but control of the detailed product planning and delivery is delegated to the team, which in the described scenario can be considered subject matter experts. The incorrect answer choices represent meetings that occur after project initiation has been completed or that do not occur in a group setting. Therefore, among the options available, scheduling a focus group is the best option.

iPQ.No	Correct Answer	Points	Explanation
3PMP158	2	2	Answer = 2 Review the stakeholder register with the new team members. Explanation: The stakeholder register is a document related to the project that contains all current information about the stakeholders. The stakeholder registry contains identification information, assessment data, and stakeholder classification. It is used by the project team to maintain information about the expectations and interests of stakeholders in the project. By reviewing the stakeholder register with the new team members, the project manager can provide them with information about each project stakeholder, the politics surrounding the project, and other pertinent details about the project and the stakeholders that may aid the new team members in understanding the project's overall dynamics and engaging effectively with the project's stakeholders.
3PMP159	2	2	Answer = 2 Let's utilize the team charter from our previous project as a starting point, and then revise it as needed. Explanation: The team charter establishes explicit standards for acceptable behavior among project team members. An early commitment to clear guidelines reduces miscommunications and boosts productivity. The question suggests that the project team has collaborated on previous endeavors. If the team charter from the previous project was effective, it provides a solid foundation for the current project. It is essential that the project manager gain the project team's commitment to the team charter's guidelines, and if using the previous team charter as a template aids in gaining that commitment, then it is a worthwhile compromise. Using the previous team charter as a starting point provides the best opportunity to gain the project team's commitment among the alternatives.

iPQ.No	Correct Answer	Points	Explanation
3PMP160	3	2	Answer = 3 Conduct a communication requirements analysis. Explanation: With the development of the communications management plan, you are presumably executing the plan communications management process. The analysis of communication requirements is one of the tools and methods that may be utilized in this process. A communication requirements analysis determines the information requirements of the project's stakeholders. These requirements are defined by combining the type and format of required information with an evaluation of that information's value. Therefore, conducting a communication requirements analysis is the best course of action in this scenario, given the available options.
3PMP161	1	2	Answer = 3 Have the team attend a Kanban workshop. Explanation: The scenario implies that the servant leader intends to employ a project management strategy that is unfamiliar to the development team. If the servant leader believes that the Kanban approach is the best methodology for the project, he or she is responsible for ensuring that the development team has the necessary training to carry out the project. Conducting a Kanban workshop would be consistent with agile best practices and provide the development team with the tools required to complete the project.
3PMP162	2	2	Answer = 2 Consulting with a certified Six Sigma Black Belt expert Explanation: The implication of the question is that the project manager is executing the Manage Quality process. On the basis of findings and recommendations from quality control processes, the results of quality audits, or problem-solving in the Manage Quality process, quality can be enhanced. Plan-do-check-act and Six Sigma are two of the most prevalent tools for analyzing and evaluating improvement opportunities. A Six Sigma Black Belt holder has been trained in the application of Six Sigma tools and techniques for process improvement. Six Sigma enhances quality by identifying and removing the root causes of defects and reducing the variability of a manufacturing process. A Six Sigma process is one in which 99.99966% of the final products are defect-free. Only consulting with a certified Six Sigma Black Belt expert would reduce the defect rate of a manufacturing process more effectively than the alternatives.

iPQ.No	Correct Answer	Points	Explanation
3PMP163	4	2	Answer = 4 Little or no action was taken to manage the identified risks. Explanation: Attention to the Implement Risk Responses process will guarantee that the agreed-upon risk responses are actually implemented. Commonly, project teams spend time identifying and analyzing risks and developing risk responses, which are then documented in the risk register and risk report, but no action is taken to manage the risk. The incorrect answer choices all pertain to activities that occurred during project planning, which, according to the scenario, was meticulous and adhered to all best practices for project management. Consequently, inattention to the Implement Risk Responses process during project execution is the most likely cause of the project's failure to achieve its objectives. Therefore, among the available options, taking minimal or no action to manage the known risks is the best response to the posed question.

iPQ.No	Correct Answer	Points	Explanation
3PMP164	1	2	Answer = 1 Discuss the issue with the team member. Explanation: A team member volunteered to present a weekly status report on the project to the key stakeholders. The feedback from the participants of the first meeting indicates that the presentation was not very engaging. What is the best approach for the project manager to take with this team member? Discuss the situation with the teammate. Prepare an official document. Utilize formal verbal communication. Send the team member an email. The project manager must determine the most appropriate medium to use when communicating with the team member. Formal versus informal communication and written versus verbal communication are media options. There is no indication in the scenario that the situation is recurrent or severe enough to necessitate formal communication (written or verbal). A member of the team has volunteered. The project manager will be able to set appropriate expectations in a more personal and less threatening manner if he or she has an informal conversation with the team member. This is an illustration of informal verbal communication. Nota bene: "discuss the issue with the team member" does not specify whether the discussion is formal or informal. Nonetheless, it's reasonable to assume that such a conversation would be informal. Discussing the issue with the team member is the best response to the question, regardless of the formality or informality of the conversation.

iPQ.No	Correct Answer	Points	Explanation
3PMP165	2	2	Answer = 2 Revise the resource management plan. Explanation: The office is a physical resource for the project. Control Resources includes contacting the landlord and requesting to rent the office for an additional week. Controlling resources entails ensuring that the physical resources assigned and allocated to the project are available as planned, as well as monitoring the planned versus actual utilization of resources and taking corrective action as required. In this instance, actual office space utilization will exceed planned utilization. The resource management plan is a component of the project management plan that describes the acquisition, allocation, monitoring, and control of project resources. The outcome of the Control Resources process are revisions to the resource management plan. The plan may be revised to reflect actual resource management experience. Consequently, among the available options, you should revise the resource management plan. As a component of the project management plan, updating the resource management plan will necessitate an approved change request.
3PMP166	3	2	Answer = 3 Send a revised RFQ to all prospective vendors and permit them to resubmit proposals. Explanation: In this scenario, it would be fair to send the new RFQ to all suppliers, clarify the critical point that was previously missing, and request updated responses to the RFQ. It may not be practical or cost-effective to hold a second bidder conference, given that other aspects of the project were already discussed at the previous conference. Reissuing the RFQ ensures that the requirements are understood in addition to being fair. Another advantage of reissuing the RFQ would be receiving more competitive bids from other vendors. The best course of action for the project manager, therefore, is to send a revised RFQ containing the new information to all prospective suppliers and give them the opportunity to resubmit their proposals.

iPQ.No	Correct Answer	Points	Explanation
3PMP167	1	2	Answer = 1 Determine the risk tolerance of key project participants. Explanation: The plan for risk management is produced as a result of the Plan Risk Management process. One of the elements that may be included in the risk management plan is stakeholder risk appetite. The risk appetites of the project's key stakeholders are documented in the risk management plan. Specifically, the risk appetite of stakeholders should be expressed as risk thresholds for each project objective. These thresholds will determine the acceptable level of risk exposure for the entire project. The incorrect answer choices represent tasks that are unlikely to be performed as part of the plan's risk management procedure. Consequently, among the available options, determining the risk tolerance of key stakeholders is the optimal response to the posed question.
3PMP168	1	2	Answer = 1 as subsets of the overall product Explanation: Predictive and agile project life cycles are dissimilar in a number of ways. One of them is the delivery method of the project's product, service, or outcome. Predictive projects develop plans in advance and deliver only one final product (service or result) at the project's conclusion. Agile projects, on the other hand, deliver increments of working product as frequently as possible based on their customer value. Everything in between is considered a hybrid delivery method. With hybrid project life cycles, the product can be divided into subsets that are either delivered at predetermined intervals or as soon as they are completed. With the hybrid life cycle selected, delivering the project's results as subsets of the final product is the best response to the question posed among the alternatives provided.

iPQ.No	Correct Answer	Points	Explanation
3PMP169	1	2	Answer = 1 Check the organizational process assets for comparable projects and employ comparable estimation methods. Explanation: The question implies that you, as the project manager, are estimating activity resources using a hybrid development methodology. When incorporating agile practices within an overarching traditional waterfall approach, the project scope and work breakdown structure (WBS) may be gradually refined throughout the project, and may not be fully decomposed during initial project planning. Under such conditions, one viable method for estimating the required team resources would be to employ the analogous estimation technique. If similar projects have been completed in the past, the organizational process assets (OPAs) should contain information that can be used for analogous estimation.
3PMP170	4	2	Answer = 4 The WBS dictionary Explanation: The lowest level of the WBS is a work package, which provides a general description of the work that will be completed by this work package. The WBS dictionary supplements the WBS by providing additional detail for each work package and other WBS components. The WBS dictionary is a product of the Create WBS process and includes details such as the work description, schedule milestones, quality requirements, and acceptance criteria for each work package. Therefore, the WBS dictionary describes the acceptance criteria for the work package to be completed. Note that the question's wording, "You are about to begin work on a work package...", implies that project execution has already begun, implying that the project management plan, including all of its components (such as the scope baseline that includes the WBS dictionary), has been finalized and approved.

iPQ.No	Correct Answer	Points	Explanation
3PMP171	3	2	Answer = 3 Transfer the finished production line to operations. Explanation: The question implies that the "close project" or "phase" procedure is currently in progress. One aspect of project closure involves the actions and activities required to transfer the project's products, services, or results to the next phase of production and/or operations. Answering this question correctly requires using the process of elimination. In this scenario, the incorrect answer choices represent tasks that have already been completed by the project manager. Only transferring the completed assembly line to operations represents a closing activity that has not yet been completed, making it the best option for answering the question.
3PMP172	1	2	Answer = 1 Running a Monte Carlo simulation Paraphrase Text Explanation: In this scenario, the project team is deciding between two risk responses for inclusion in the risk register, indicating that the Plan Risk Responses process is currently being executed. Techniques such as alternatives analysis, cost-benefit analysis, and multicriteria decision analysis are frequently employed during the Plan Risk Responses procedure to select risk responses. Note that the question requests the action that the project team is 'least' likely to take when selecting the risk response. A Monte Carlo simulation is a data analysis technique in which a computer model is repeatedly iterated, with random input values chosen for each iteration based on the input data, including probability distributions and probabilistic branches. Outputs are generated to represent the spectrum of potential project outcomes. In this instance, however, there are only two input options under consideration for the simulation. Therefore, a Monte Carlo simulation could only perform two distinct iterations as opposed to the numerous iterations required to generate a probability distribution. The application of a Monte Carlo simulation is inappropriate when only a limited number of options are being considered. Due to the fact that there are only two options under consideration, a Monte Carlo simulation is not an appropriate tool for the project team to use when determining the optimal risk response.

iPQ.No	Correct Answer	Points	Explanation
3PMP173	4	2	Answer = 4 During project inception, the functional manager and project manager should have negotiated the availability of the scrum master. Explanation: The implication of the question is that the project manager is executing the "acquire resources" process. In instances where a crucial resource is necessary for the success of the project, that resource can be assigned to the project in the project charter or during initial project planning. In the scenario, the scrum master has been assigned to a different project, and the functional leader refuses to find an appropriate resolution. If the project manager had negotiated for the resource with the foundational manager beforehand, the resource may still have been available. Notably, it may be uncommon for a project to have both a project manager and a scrum master, but it may be necessary for a complex project that employs a hybrid project framework.
3PMP174	4	2	Answer = 4 Verified deliverable Explanation: Pair programming is the process of collaborating to write software code and reviewing each other's work. This method is frequently employed on agile projects. In terms of conventional project management, the scenario indicates that the team is in the control quality phase and employing inspection tools, such as peer reviews, to determine if the software conforms to the specified standards. The objective of the control quality process and the inspection is to validate the accuracy of deliverables, resulting in the production of validated deliverables. The validated deliverables then serve as an input to the Validate Scope procedure, which determines whether the deliverables satisfy the acceptance criteria for formal acceptance by the customer or sponsor. Formal acceptance of the validated deliverables yields the Validate Scope output called accepted deliverables. Since the team is conducting a code review to determine the software's accuracy, their efforts will result in a deliverable that has been validated.

iPQ.No	Correct Answer	Points	Explanation
3PMP175	4	2	Answer = 4 Daily standups Explanation: When traditional, plan-driven projects adopt or employ agile tools and techniques, the overall project management approach is hybrid. The scenario offers an illustration of such a project. Certain agile ceremonies can be incorporated into conventional projects to provide various benefits to the project manager and team. In the situation described in the question, the project necessitates more frequent communication and coordination between the various daily construction site stakeholders. This communication is essential for coordinating daily activities and ensuring the smooth flow of information. Daily standups are brief, time-limited meetings in which the team and relevant stakeholders participate. The team members report on the work completed since the previous daily standup, the tasks for the day, and any obstacles to progress. As requested by the question, this daily communication and coordination of activities may assist the project manager, team, and other individuals and groups working on the construction site in maintaining safety and efficiency.
3PMP176	3	2	Answer = 3 Facilitate a requirements workshop with all of the relevant stakeholders to develop user stories. Explanation: The implication of the question is that the project manager is executing the "collect requirements" process for a hybrid project. Using workshops, it is possible to rapidly define cross-functional requirements and reconcile stakeholder disagreements. The interactive nature of a workshop can assist the project manager in achieving consensus among the project's stakeholders. When agile methodologies are incorporated into a project, a requirements gathering workshop may take the form of a story-writing workshop, where functionality requirements are captured as user stories. Only a requirements workshop would meet the project manager's criterion of being able to collect feedback 'quickly' and having the interactivity necessary to reconcile stakeholder differences and aid in building consensus.

iPQ.No	Correct Answer	Points	Explanation
3PMP177	3	2	Answer = 3 Assess organizational culture and readiness for the transformation. Explanation: Organizations desiring to combine a traditional plan-driven project management approach with certain agile methodologies must first evaluate their organizational culture and readiness to embark on such an endeavor. Changing from one project management approach to another is a lengthy process that should be carried out gradually and in stages. In the scenario, the organization's senior leadership advocates for the incorporation of more agile practices into the current project methodologies. This organizational transition to hybrid modalities may or may not be challenging. Assessments of an organization's readiness for learning, adapting, and implementing new methods must be conducted prior to determining the magnitude of the potential difficulty.
3PMP178	4	2	Answer = 4 Evaluate the advantages of adopting agile methods. Explanation: Changing the management of a project to a hybrid approach is a decision that identifies and evaluates the potential benefits and value, as well as any obstacles, disadvantages, and repercussions. Considering the advantages and disadvantages of a hybrid approach enables the project manager to comprehend and value the new strategy. This evaluation also ensures that parties beyond the project team are in agreement with the decision and its justification.
3PMP179	3	2	Answer = 3 Definition of done and demonstrations Explanation: In order to properly close a project phase or project, the appropriate stakeholders must attest that the work has been completed. Agile project management methodologies such as "definition of done" and "demonstrations" can be applied to plan-driven projects as well. This method ensures that stakeholders agree at the outset of the project that the work is not only finished, but also that there is a shared understanding of what has been accomplished and that the criteria for accepting the work are precisely defined. Demonstrations serve as checkpoints throughout the duration of the project in order to demonstrate product increments to the relevant stakeholders, receive feedback, and make adjustments as necessary. By implementing these two agile practices, project teams can determine whether or not a project or phase can be successfully concluded.

iPQ.No	Correct Answer	Points	Explanation
3PMP180	1	2	Answer = 1 Ensure that their progress on the project is reflected in the burndown chart. Explanation: Burndown charts are effective information radiators that illustrate the team's progress toward its goals and objectives. In hybrid-managed projects such as the one described in the scenario, team members can track their progress using burndown charts. To provide an accurate depiction of the team's progress towards the iteration's goal (assuming work is performed in iterations), the burndown chart should be regularly updated. Idealistically, the burndown chart reflects the team's daily commitments. Prior to the daily standup meetings, the team is able to collectively view their progress and make informed decisions regarding what requires their attention and what they should work on next. Whether using software tools to automatically update the burndown chart or manually updating the burndown chart, all team members are responsible for timely updates.