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PMP Study Notes

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PMI Project Management Professional (2025 Version) Sample Questions (Q1244-Q1249):

NEW QUESTION # 1244

A company is initiating a project to decommission inefficient sales channels. Several stakeholders argue that one channel that indicates a downturn in generating value is still more efficient than some of the channels that are planned to remain. What should the project manager do?

- A. Plan for incremental and iterative delivery based on feedback from the marketing and sales team
- B. Escalate the objection to the steering committee and human resources (HR) as a personal intimidation incident.
- C. Inform the stakeholders that the list of channels to be decommissioned was approved by the CEO.
- D. Review and update the success criteria to ensure that the channel is not decommissioned.

Answer: A

NEW QUESTION # 1245

The process of identifying and documenting project roles, responsibilities, required skills, and reporting relationships and creating a staffing management plan is known as:

- A. Manage Project Team
- B. Plan Human Resource Management.
- C. Develop Project Team
- D. Acquire Project Team

Answer: B

NEW QUESTION # 1246

You have just completed the project planning process group, and you are ready to begin the project executing process group. You'll need to perform all of the following executing processes EXCEPT:

- A. Improve competencies of team members
- B. Make necessary information available to stakeholders in a timely manner
- C. Obtain human resources needed to complete project
- D. Apply quality activities to ensure that the project employs all processes required to satisfy requirements
- E. Develop options to reduce risk/ threats to project objectives

Answer: E

NEW QUESTION # 1247

Which of the following statements are FALSE regarding project scope management plan?

- A. The project scope management plan describes how the project scope will be defined and managed by the project scope management team
- B. The project scope management plan is an output of the Scope Definition process
- C. Project scope management plan specifies how changes to the project scope statement will be managed.
- D. Project scope management plan specifies how WBS will be created, maintained and approved
- E. The project scope management plan is contained within the project management plan

Answer: B

NEW QUESTION # 1248

A project team consists of eight resources working on a complex project. The chief technical designer prefers to work alone and seldom talks in meetings, but produces good designs. The technical lead is always energetic, has lots of opinions about the project, and constantly clarifies their thoughts in discussions.

What should the project manager do to improve overall team performance?

- A. Ask the chief technical designer to provide their feedback by email.
- B. Encourage the chief technical designer to engage more with the team.
- C. Let the team dynamics continue as is since the current team mix works well.
- D. Ask the technical lead to drive the project's technical discussions.

Answer: B

Explanation:

Explanation

This question is related to the Project Management Professional (PMP) certification exam, which is a credential that validates the knowledge and skills of project managers. The PMP exam is based on the PMBOK Guide, 7th edition, which is a standard that provides a framework and best practices for managing projects. The question describes a situation where a project team consists of eight resources working on a complex project. The chief technical designer prefers to work alone and seldom talks in meetings, but produces good designs. The technical lead is always energetic, has lots of opinions about the project, and constantly clarifies their thoughts in discussions. The question asks what the project manager should do to improve overall team performance.

Based on this information, the best answer is option C, which is to encourage the chief technical designer to engage more with the team. This is because encouraging the chief technical designer to engage more with the team is a team management practice that can help the project manager to enhance the team cohesion, collaboration, and communication. The chief technical designer is a key resource who has valuable expertise and insights on the project. Encouraging the chief technical designer to engage more with the team can help the project manager to leverage the chief technical designer's knowledge and skills, as well as to foster a positive and productive team culture. Encouraging the chief technical designer to engage more with the team can also help the project manager to address the potential issues or risks that may arise from the chief technical designer's isolation or detachment, such as misunderstandings, conflicts, or missed opportunities.

Option A, which is to ask the chief technical designer to provide their feedback by email, is not a good answer.

This is because asking the chief technical designer to provide their feedback by email may not be enough or effective to improve overall team performance. Email is a tool that can facilitate asynchronous communication, but it may not be suitable or sufficient for complex or interactive discussions. Asking the chief technical designer to provide their feedback by email may not help the project manager to fully utilize the chief technical designer's potential, as well as to integrate the chief technical designer with the rest of the team. Asking the chief technical designer to provide their feedback by email may also reinforce the chief technical designer's preference to work alone, which may not be conducive to the team dynamics or the project success.

Option B, which is to let the team dynamics continue as is since the current team mix works well, is not a good answer. This is because letting the team dynamics continue as is may not be optimal or sustainable to improve overall team performance. The team dynamics are the interactions and relationships among the team members that affect the team behavior and outcomes. Letting the team dynamics continue as is may not help the project manager to identify and address the gaps or issues that may exist or emerge in the team, such as the lack of involvement or contribution from the chief technical designer, or the dominance or disruption from the technical lead. Letting the team dynamics continue as is may also prevent the project manager from enhancing and developing the team performance, as well as from adapting to the changing needs and expectations of the project and the stakeholders.

Option D, which is to ask the technical lead to drive the project's technical discussions, is not a good answer.

This is because asking the technical lead to drive the project's technical discussions may not be appropriate or beneficial to improve overall team performance. The technical lead is a resource who has a high level of energy, opinions, and clarity on the project. Asking the technical lead to drive the project's technical discussions may not help the project manager to balance the participation and input of all team members, as well as to respect and value the diversity and perspectives of the team. Asking the technical lead to drive the project's technical discussions may also create or exacerbate the problems or challenges that may affect the team performance, such as the marginalization or alienation of the chief technical designer, or the conflict or resentment among the other team members. References: PMBOK Guide, 7th edition; PMP Exam Content Outline; PMP Sample Test Questions.

NEW QUESTION # 1249

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