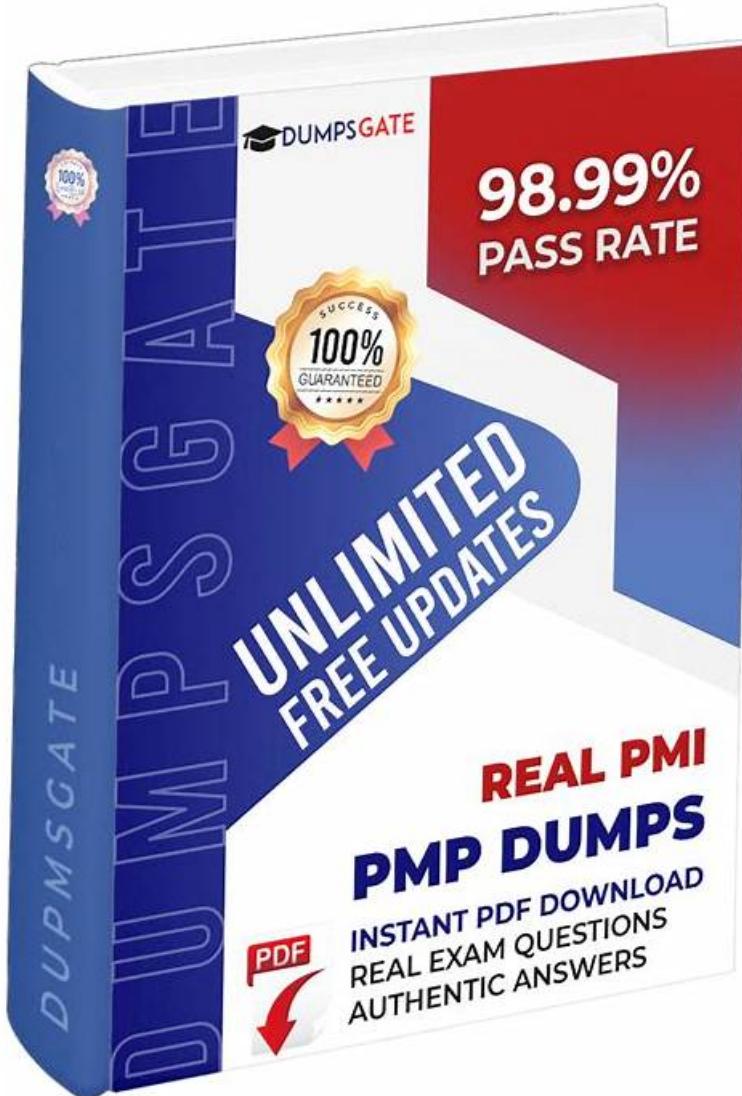


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The Project Management Professional (PMP) Certification Exam is a globally recognized certification for project managers. Project Management Professional (2025 Version) certification is offered by the Project Management Institute (PMI), a professional membership association for project managers. The PMP Certification Exam is designed to validate the knowledge and skills of project managers and demonstrate their ability to manage complex projects.

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PMI Project Management Professional (2025 Version) Sample Questions (Q642-Q647):

NEW QUESTION # 642

A project has a very tight delivery schedule. The project is approaching the delivery date, and the project sponsor often sends the project manager alerts to avoid any schedule slippage. The project team has performed at an acceptable level until now, but the project manager wants to ensure that team's performance level is maintained until the end.

What action should the project manager take to motivate the project team's performance?

- A. Award certificates of appreciation to encourage the team
- B. Send a formal notice to team members instructing them to maintain performance
- C. Hire a few temporary team members to help with the additional work.
- D. Inform the team about the delivery pressure from the project sponsor

Answer: A

NEW QUESTION # 643

Your organization is characterized by hierarchical organizational structures with rigid rules and policies and strict supervisory controls. Individual team members are not expected to engage in problem solving or use creative approaches to plan and execute work; management does that. Your organization is characterized by which one of the following theories?

- A. McGregor's Theory X
- B. Maslow's self-esteem level
- C. Vroom's Expectancy Theory
- D. Ouchi's Theory

Answer: A

Explanation:

Section: Mix Questions

Explanation

Explanation:

McGregor observed two types of managers and classified them by their perceptions of workers. Theory X managers thought that workers were lazy, needed to be watched and supervised closely, and were irresponsible. Theory Y managers thought that, given the correct conditions, workers could be trusted to seek responsibility and work hard at their jobs.

NEW QUESTION # 644

A new team member is added to a self-organizing team. The new team member is reluctant to speak and take part in team discussions or decisions.

Which two actions should the team take to engage this new team member? (Choose two)

- A. Coach the new team member to improve engagement with the team
- B. Force the new team member to participate in activities that are considered easy
- C. Revisit the team's discussion on team behaviors and norms
- D. Facilitate an open discussion on all ideas and perspectives
- E. Report to the project manager about the new team member's behavior

Answer: A,C

Explanation:

A self-organizing team is a team that has the authority and autonomy to decide how to perform their work, without being directed or controlled by external factors. A self-organizing team is able to adapt, collaborate, and innovate, and deliver value to the customer and the organization. According to the Professional in Business Analysis Reference Materials1, self-organizing teams are based on trust, collaboration, and empowerment of individuals.

In this scenario, a new team member is added to a self-organizing team, but the new team member is reluctant to speak and take part in team discussions or decisions. This could indicate that the new team member is not comfortable, confident, or familiar with the team culture, dynamics, or expectations. This could affect the team performance, cohesion, and satisfaction.

Therefore, the best two actions that the team should take to engage this new team member are:

* Revisit the team's discussion on team behaviors and norms: This action can help the new team member to understand the team values, principles, and rules that guide the team's work and interactions. It can also help the team to clarify and align their expectations, roles, and responsibilities, and to address any issues or conflicts that may arise. By revisiting the team behaviors and norms, the team can create a shared vision and a sense of belonging for the new team member, and foster trust and respect among the team members.

* Coach the new team member to improve engagement with the team: This action can help the new team member to develop the skills, knowledge, and confidence to participate and contribute to the team's work and decisions. It can also help the new team member to receive feedback, support, and guidance from the team, and to learn from their experiences and best practices. By coaching the new team member, the team can empower and motivate the new team member, and enhance their performance and satisfaction.

The other options are not the best choices, because:

* Report to the project manager about the new team member's behavior: This action can undermine the autonomy and self-organization of the team, and create a dependency and a hierarchy that may conflict with the team culture and values. It can also damage the trust and relationship between the team and the new team member, and make the new team member feel isolated, judged, or rejected. Instead of reporting to the project manager, the team should try to resolve the issue internally, and involve the project manager only if necessary or requested.

* Force the new team member to participate in activities that are considered easy: This action can demotivate and discourage the new team member, and make them feel undervalued, underestimated, or patronized. It can also prevent the new team member from developing their full potential and skills, and from delivering value to the team and the customer. Instead of forcing the new team member, the team should encourage and support the new team member, and assign them tasks that are challenging, meaningful, and aligned with their interests and abilities.

* Facilitate an open discussion on all ideas and perspectives: This action can be helpful and beneficial for the team in general, but it may not be enough or appropriate for the new team member, who may not feel ready or willing to share their ideas and perspectives with the team. It may also put pressure or stress on the new team member, and make them feel overwhelmed or intimidated by the team's expectations or opinions. Instead of facilitating an open discussion, the team should create a safe and supportive environment for the new team member, and respect their pace and preferences.

References:

Self-Organizing Teams: A Complete Guide.

NEW QUESTION # 645

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

Answer: C

NEW QUESTION # 646

A project manager is working on a project for a startup company. The company launched cloud-based agile project management and DevOps training modules via the learning platform to support multiple self-paced and virtual learning formats. In a recent sprint, the quality assurance team failed to thoroughly inspect the modules before deployment, resulting in a poor customer experience.

Which of the following issues is the project manager facing?

- A. Undetected error
- B. Escaped defect
- C. Unmet planned-to-done ratio
- D. Nonconformance issue

Answer: B

NEW QUESTION # 647

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