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We are 7 months into a strategic agile project. The Company Executives are closely monitoring its progress. The Project Director is frustrated about the last weekly burn-down charts depicting the project completion dates changing significantly several times. How can the project manager forecast the project completion date with more accuracy and stability?

A: Lower the Frequency of Progress Reports shared with Senior Stakeholders.

B: Inform the Executive Committee about the flexible nature of agile planning.

C: Come up with planning variable-size iterations based on story complexity and load.

D: Explain or elaborate on the upcoming backlog items in more detail with the team.

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PMI Project Management Professional (2025 Version) Sample Questions (Q1954-Q1959):

NEW QUESTION # 1954

A project manager is working with an agile team to enhance a product. Due to a tight deadline, the team is trying to crash the schedule by engaging multiple resources to work on the project simultaneously. However, the technical environment is configured to allow only one resource to work on a feature at a time.

The team plans to upgrade the technical environment but is unable to agree on a way forward.

What should the project manager do first?

- A. Conduct a consensus-building session to decide how to approach the next set of work.
- B. Escalate the issue to the product owner for resolution.
- C. Add this conflict to the agenda for discussion at the next daily standup meeting.
- D. Conduct a planning session to decide how to approach the next set of work.

Answer: A

NEW QUESTION # 1955

A key project stakeholder does not attend any of the project meetings and is providing false information that the project team is not delivering on time. What should the project manager do to address this situation?

- A. Discuss communication needs with the key stakeholder.
- B. Create a new communication artifact for the key stakeholder.
- C. Share the meeting recordings with the key stakeholder.
- D. Email the latest status report to the key stakeholder.

Answer: A

Explanation:

The project manager should first try to understand why the key stakeholder is not attending the meetings and providing false information. The project manager should discuss the communication needs and preferences of the key stakeholder and tailor the communication accordingly. This will help to build trust and rapport with the key stakeholder and ensure that they receive accurate and timely information about the project progress.

Creating a new communication artifact, emailing the latest status report, or sharing the meeting recordings may not address the root cause of the problem and may not be effective in engaging the key stakeholder. References: PMBOK Guide, 6th edition, page 524; PMP Exam Content Outline, 2021, page 10.

NEW QUESTION # 1956

A client wants to create an innovative software for the travel industry using an agile approach. A project manager from the company was assigned to work on the details and estimates as requested by the client.

What should the project manager do before sending the information to the client?

- A. Analyze the tasks, provide estimates, include a prototype demo, and send to the client directly.
- B. Put the tasks with estimates in the backlog and clarify that the project will not need any reserves.
- C. Sequence the tasks with estimates and add standard risk reserves to use for software development.
- D. Work with the team to understand their views and add the appropriate dependencies and risks.

Answer: D

Explanation:

In an agile project, collaboration and team input are crucial for success. Before sending details and estimates to the client, the project manager should engage with the team to gather their insights and expertise. This ensures that the project plan reflects a realistic approach, considering the team's views on dependencies and potential risks. Agile methodologies emphasize the importance of team collaboration and iterative development, which includes regularly revisiting and adjusting plans as the project progresses¹²³⁴.

References:

- * Agile Communication: Techniques, Examples and Best Practices¹
- * How to Nail Your Agile Communication Plan²
- * How to Communicate and Collaborate with Stakeholders in Agile Projects³
- * The Agile Project Management Approach⁴

NEW QUESTION # 1957

Which of the following statements are TRUE:

- A. Budget updates are a special category of revised cost estimates
- B. The cost change control system is an input to the Cost Control process.
- C. Revised cost estimates are modifications to the cost information used to manage the project.
- D. If cost variances are severe, rebaselining may necessary in order to provide a better measure of performance

Answer: B

NEW QUESTION # 1958

A company plans to initiate a project involving a new technology. Approval for the project is required.

What should the project manager do?

- A. Identify the risks in implementing the new technology.
- B. Review the cost and schedule baselines for execution.
- **C. Analyze the cost and identify the project benefits.**
- D. Define change management for the new technology.

Answer: C

Explanation:

Explanation

The project manager should analyze the cost and identify the project benefits before initiating a project involving a new technology. This is because the project manager needs to justify the business case and the return on investment (ROI) of the project to the project sponsor and other stakeholders who will approve the project. The project manager should also consider the alignment of the project with the organizational strategy and goals. The project manager should use tools and techniques such as cost-benefit analysis, net present value (NPV), internal rate of return (IRR), and benefit-cost ratio (BCR) to evaluate the feasibility and viability of the project.

Option A is not a good action, as reviewing the cost and schedule baselines for execution is a planning activity that should be done after the project is approved and initiated. The project manager should not assume the project baselines before conducting a thorough analysis of the project scope, requirements, resources, and constraints.

Option B is not a good action, as identifying the risks in implementing the new technology is also a planning activity that should be done after the project is approved and initiated. The project manager should not focus on the potential negative outcomes of the project before establishing the positive outcomes and benefits of the project.

Option C is not a good action, as defining change management for the new technology is also a planning activity that should be done after the project is approved and initiated. The project manager should not anticipate the changes that may occur during the project execution before defining the project scope, objectives, and deliverables. References:

[PMBOK Guide], 6th edition, page 33, section 1.2.3

[PMP Exam Content Outline], page 8, task 1 under domain 1

NEW QUESTION # 1959

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