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**QUESTION 1**

A building management system (BMS) project is in its commissioning phase and handover to the operations team will commence soon. However, the project manager noted that both the project and operation teams are not able to properly operate the BMS. As a result, there is an increased risk of the project schedule being delayed.

What should the project manager have done to avoid this situation?

- A. Allocated a dedicated handover team at early stages of the project
- B. Allocated proper resources for training on BMS in the project plan
- C. Made some adjustments to BMS to be more suitable for the teams
- D. Brought both teams together in a joint meeting to resolve the issue

Correct Answer: D

QUESTION 2

The project manager has observed that two team members have been arguing with each other openly at meetings. To push their ideas through, each team member individually spoke with the sponsor directly and made decisions without informing the project manager or other team members.

What two actions should project manager take? (Choose two)

- A. Ask the team members to work it out themselves
- B. Discuss this situation with other project managers and ask for advice
- C. Reiterate ground rules at the next meeting and ensure that all team members are clear about these rules.
- D. Address the behavioral issue with each team member
- E. Discuss the behavior directly with their managers and request them to correct the behavior.

Correct Answer: CD

QUESTION 3

During the execution phase of a project, a project manager notices that the project team is not motivated and performance is decreasing. The decision is made to invest in financial rewards for all of the Key team members. After the rewards are distributed, the team is still underperforming.

What should the project manager have done to avoid this situation?

- A. Determined the appropriate type of incentive for key team members
- B. Conducted frequent monitoring on key team members' performance during project execution



- C. Distributed the monetary incentive according to the team members\' individual performance
- D. identified the underperforming team members and asked the human resources (HR) department to replace them

Correct Answer: A

QUESTION 4

A project manager was just assigned to a project as the leader of an experienced agile team. How should the project manager influence the team to accomplish the project objectives?

- A. Express trust in the team\'s ability to fulfill the necessary deliverables.
- B. Assert judgment over the team.
- C. Use a plan-driven approach in order to demonstrate control over the project.
- D. Increase the amount of subject matter experts (SMEs) to get better results.

Correct Answer: A

QUESTION 5

A project manager has expertise in the technical domain. The project manager frequently demonstrates unacceptable behavior toward other team members; however, when confronted, the project manager denies this behavior.

What is the reason for the project manager\'s behavior?

- A. The project manager lacks necessary empathy.
- B. The project manager lacks emotional intelligence (EI).
- C. The project manager was not properly trained.
- D. The project manager is in the wrong project role.

Correct Answer: C

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