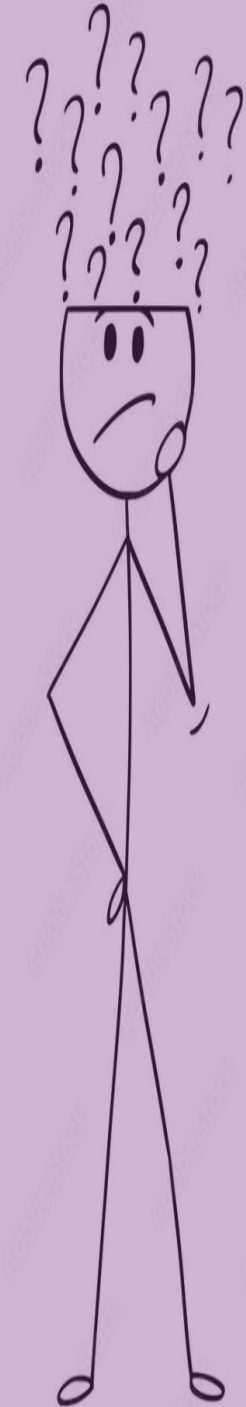


It is a PLAN Not a Dream

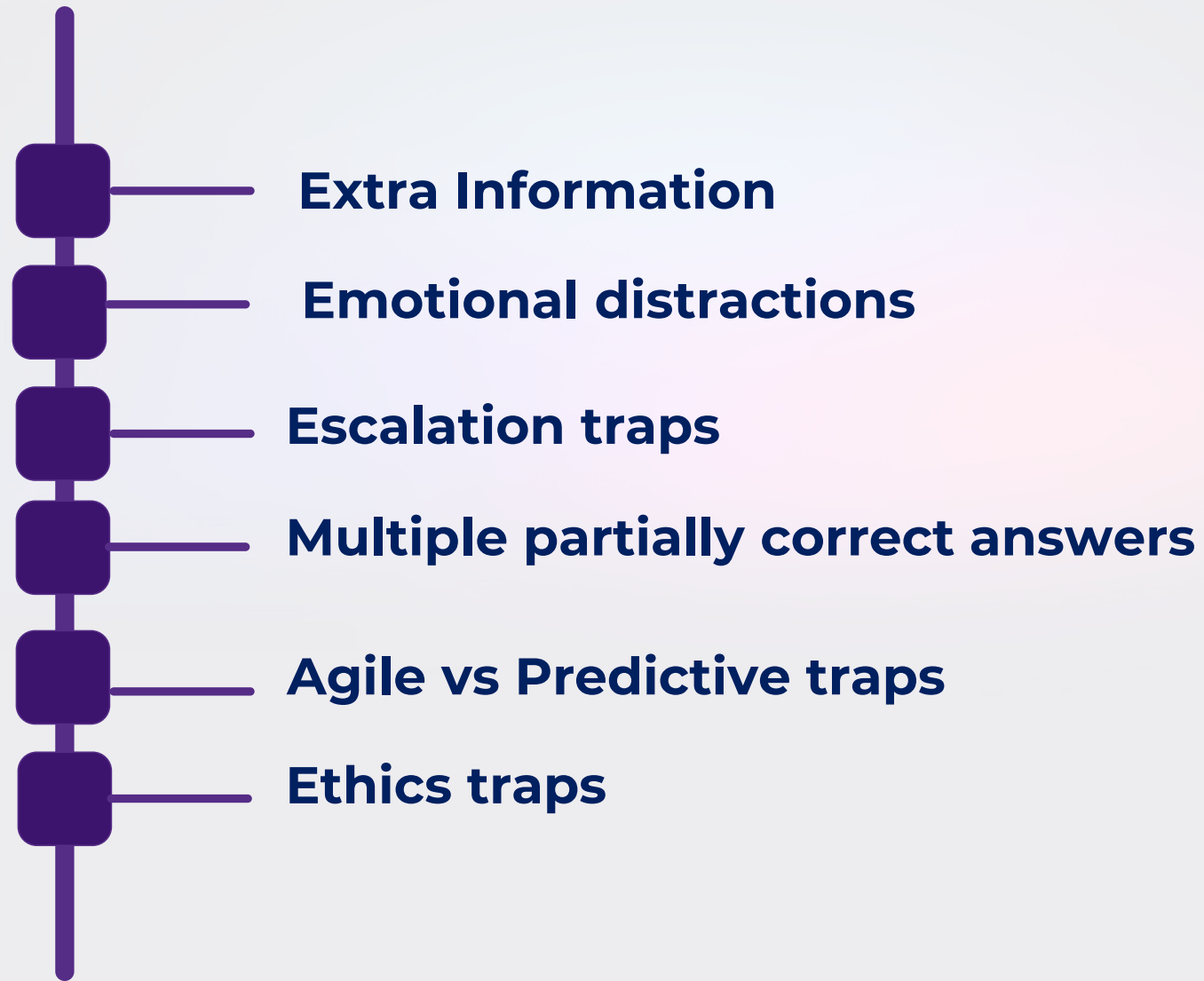
Strategies For Choosing The Correct Answer In PMP Tricky Questions

Why PMP Questions Feel Difficult?

- Simulate executive pressure
- Multiple plausible answers
- Ambiguity
- Multiple plausible answers
- Leadership evaluation
- Test prioritization skills



The Hidden Structure of PMP Questions



01 Understand

02 Analyze

03 Communicate



04 Collaborate

05 Decide

06 Escalate if necessary

PMI

Thinking Model



Top Strategies

Strategy #1



Read the LAST Sentence First

First Action

Next Action

Best Action

Most Likely Cause

Prevention Action

Corrective Process Sequence

Ex.

An iteration is almost finished, but the team is struggling to complete the stories that require more time.

What should the project manager do first?



- a. Prepare documentation to explain the issue and communicate accordingly.
- b. Meet with the project team to develop a proper resolution to the issue
- c. Update the project artifacts to reflect the new deadlines reported
- d. Request approval from the project sponsor to add more resources

Strategy #2



Identify the Delivery Environment

Predictive, Agile or Hybrid

Predictive

Structured planning
Formal change control
PM directs execution
Detailed upfront scope
Control-oriented

vs

Agile

Adaptive planning
Backlog prioritization
Team self-organizes
Incremental delivery
Collaboration-oriented

Strategy #2



Identify the Delivery Environment

Predictive, Agile or Hybrid

Ex.

The Development Team has chosen, together with the Product Owner, Items In the Product Backlog to develop In the Sprint.

Who must determine how the Development Team Should go about Its work?

- a. The Scrum Master.
- b. The Product Owner
- c. The function managers the Development Team reports to.
- d. The Development Team



Strategy #3



Think Like PMI

- Analysis before action
- Stakeholder engagement
- Team collaboration
- Coaching behavior
- Root cause analysis
- Servant leadership
- Structured communication

It is Not a PMI Mindset:

- Emotional decisions
- Aggressive management
- Immediate escalation
- Blaming behavior
- Micromanagement

Strategy #3



Think Like PMI
Analysis before action

Ex.

You are a project manager working on two projects at the same time. Due to regulations, the duration of one project MUST be reduced. But you do not have enough resources.

In addition, the schedule doesn't have activities that can be overlapped. As a project manager, what should you do?

- a. Apply fast-tracking techniques to compress the schedule of the critical project.
- b. Provide schedule optimizations training to the project teams to improve their skills
- c. Use resource optimization to justify requesting more resources for the critical project.
- d. Analyze both projects to determine the most effective use of common resources.



Strategy #4



Eliminate Bad Answers First

Remove Answers That:

Escalate immediately

Ignore communication

Skip analysis

Sound aggressive

Create conflict

Ignore stakeholders

Strategy #4



Eliminate Bad Answers First

Ex.

A developer who has almost completed a required product feature for a prototype leaves the company in the middle of an iteration. What should the project manager do?



- a. Engage with stakeholders directly to review the iteration process
- b. Go to management and ask to hire a new external developer
- c. Review the backlog to reschedule the deliverable for a later iteration
- d. Determine whether other cross-functional team members are able to take over the work

Strategy #5



The Aggressive Answer Trap

Common Wrong PMP: Behaviors

- ✗ Immediate escalation
- ✗ Blaming team members
- ✗ Replacing people too quickly
- ✗ Command-and-control

behavior

- ✗ Emotional reactions
- ✗ Ignoring stakeholders

PMI Usually Prefers:

- ✓ Facilitation
- ✓ Collaboration
- ✓ Analysis
- ✓ Communication
- ✓ Coaching

Strategy #5



The Aggressive Answer Trap

Ex.

You are a project manager in a construction project. IF one of the subcontractors who is working with you usually gives you incorrect reports, causing you to not send the correct status of the project to the stakeholders.

As a project manager, what should you do next?



- a. Tell the project sponsor about the subcontractor
- b. Remove him from the project
- c. Review communications Management plan
- d. Nothing to do as a project manager

Strategy #6



Escalation Logic

Before escalation:

Analyze

Discuss

FacilitateCollaborate

Attempt internal resolution

Escalate ONLY When necessary

Escalate ONLY When:

Authority limits are exceeded

Governance intervention is required

Resolution attempts failed

Organizational risk becomes critical

Strategy #6



Escalation Logic

Ex.

A project manager acquired information from the market that would reduce the business value being delivered by an ongoing project. Based on that information, the project manager believed the project should be stopped.

How should the project manager handle the situation?

- a. Have a discussion with the project sponsor and cancel the project.
- b. Continue working on the defined scope and review the risk matrix.
- c. Remove the items no longer applicable from the backlog and present the backlog to the project team.
- d. Have a discussion with the sponsor and recommend the project business value be reassessed.



Strategy #7



Agile Leadership Trap

In Agile:

Teams are self-organizing

Leadership is facilitative

Continuous improvement is
critical

Collaboration outweighs authority

Wrong Agile Answers Often Include:

- ✗ Assigning tasks directly
- ✗ Micromanagement
- ✗ Forcing overtime
- ✗ Blaming individuals

Strategy #7



Agile Leadership Trap



Ex.

What Is the Scrum Master responsible for?

- a. Teaching Scrum and seeing that it is adopted and used correctly.
- b. Defining the Development Team's tasks during the Sprint.
- c. Imposing metrics and managing the performance of the Development Team.
- d. The Development Team's meetings and for the objectives the Development Team outlines for itself.

Strategy #8



Ethics Questions = Easy Points

PMI consistently favors:

Transparency

Honesty

Accountability

Ethical disclosure

Stakeholder protection

Strategy #8



PMI Ethics

Ex.

During a business dinner, a project manager receives an expensive luxury watch from a representative of a vendor currently participating in an active company bidding process. What should the project manager do?



- a. Accept the gift because no contract has been awarded yet
- b. Keep the gift private
- c. Thanks him and refuses the gift.
- d. Accept the gift and return it later

Strategy #9



Risk Management Logic

PMI Risk Sequence:

- 1- Identify
- 2- Analyze
- 3- Plan responses
- 4- Implement response plans
- 5- Monitor

..

Strategy #9



Risk Management Logic

Ex.

While performing project work, a team member notices that there is a potential new risk, which could impact the project's critical path. What should the team member do immediately?



- a. Document the risk in the risk register
- b. Generate a risk report using qualitative analysis of the identified risk to alert the team of the schedule impacts
- c. Draft an emergency fallback plan since the critical path is in jeopardy.
- d. Recommend the project be placed on hold for a day to avoid the risk

Strategy #10



Change Management Logic

..

Predictive Environment Changes require:

Impact analysis/ Formal evaluation/ Integrated change control

Approval process:

Change impact evaluation – change request – status of change request in the change log – inform stakeholders – update PMP and project documents – implement the change

Agile Environment Changes:

are prioritized through: Product backlog Iterative planning Stakeholder prioritization

Strategy #10



Change Management Logic

Ex.

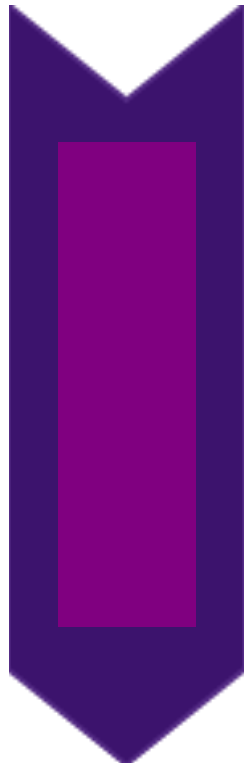
Jack is the project manager of a project that is halfway through execution. Jack discovered that a key deliverable was missing from the scope of work and will impact the critical path.

What should the project manager do to avoid future delays?



- a. Update the scope baseline
- b. Add additional resources to the project
- c. Submit a change request
- d. Review the management plan.

Common PMP Exam Traps



- Emotional reactions
- Acting too quickly
- Ignoring process
- Technical perfectionism
- Escalating too early
- Choosing authority over leadership
- Ignoring stakeholders
- Skipping analysis

Key Insight

Thank You

Eng. Nesrine Mahmoud Roumieh,
PMP, PMI-RMP, PMI-ACP

It is a PLAN Not a Dream