Exam Code: PMP
Exam Name: Project Management Professional

QUESTION 1
A project manager has been asked for performance feedback regarding one of the team members. The project manager would like to gather additional input from the project team because there are no metrics in place for evaluating employee performance.
What should the project manager do next?

A. Identify levels of decision-making authority

B. Evaluate demonstrated task accountability

C. Determine the appropriate approach

D. Analyze team member influence

Correct Answer: C
Section:

QUESTION 2
A new major road project is starting, and the contractor has contractually committed to submitting regular status reports and participating in integration meetings.
Halfway through the project life cycle, the contractor stops participating in meetings and submitting reports, stating these items consume too much time.
What should the project manager do first?

A. Assess the risk of the contractor not attending meetings and submitting reports for the rest of the project and escalate it to the project sponsor

B. Remind the contractor that they committed to attending meetings and submitting reports per the contract

C. Submit a claim for not fulfilling the contract terms and handle the claim in accordance with the alternative dispute resolution

D. Speak with the company's lawyer and request that they demand the contractor fulfill their contractual commitments

Correct Answer: B
Section:

QUESTION 3
While finalizing project management plans, a customer provides the project manager with a new set of quality standards to which the final product must adhere.
What should the project manager do to ensure a smooth delivery of the product?

A. Involve the client in risk identification

B. Agree with the client on a new project charter

C. Involve the client in a performance gap analysis

D. Agree with the client on acceptance criteria

Correct Answer: C
Section:

QUESTION 4
A project manager has been given a critical, 5-day window and is allocated a maximum of US$100,000 as a contingency reserve. Subsequently, the project manager drafted a course of action based upon the best available information.
Overall, five actions were required to be completed at a cost of US$20,000 and a duration of 1 day each. After 3 days of work, the project manager completed two actions and spent US$80,000.
What should the project manager do next?

A. Complete all actions and then inform the client of the additional cost and schedule overrun needed to complete the project

B. Stop the work and raise a project change request to the change control board (CCB) for additional funds and a project schedule extension

C. As the CPI and SPI are greater than 1.0, reevaluate and prioritize the remaining actions

D. As the cost performance index (CPI) and schedule performance index (SPI) are less than 1.0, reevaluate and prioritize the remaining actions

Correct Answer: A
Section:

QUESTION 5
A project manager wants to make sure that similar projects in the future use the project's performance data as a reference. However, the project manager is not sure how to accomplish this.
What should the project manager do?

A. Keep project artifacts up-to-date and accessible to all stakeholders

B. Share project documentation in a repository with exclusive access

C. Schedule weekly knowledge-sharing sessions with key stakeholders

D. Send periodic emails to senior management with the latest project updates

Correct Answer: B
Section:

QUESTION 6
During a system demo, a project stakeholder rejects the features completed from the most recent user stories. According to the stakeholder, the product does not meet the quality standards required by regulations.
What should the project manager have done to avoid this?

A. Ensured that the project sponsor understood the scope of the project to avoid any future complaints

B. Ensured the stakeholder concerns were properly addressed in the iteration to avoid future setbacks

C. Reviewed with the product owner that all acceptance criteria were met for the stories worked on in the iteration

D. Reviewed with the product owner that all the stories worked on in the iteration were in the project backlog

Correct Answer: B
Section:

QUESTION 7
A project is 70% complete when the project sponsor requests an additional deliverable.
What should the project manager do first?

A. Negotiate with the project sponsor on the possible alternatives

B. Determine the possible impact of this change on all aspects of the project

C. Reject the request as being too late and leading to major scope creep

D. Submit the request to the change control board (CCB) for a decision

Correct Answer: B
Section:

QUESTION 8
A company initiated a departmental transformation project improving the processes for the organization using a predictive approach. This is a critical project for the organization and, in the middle of the project, the project

manager noticed that one of the deliverables cannot be produced due to a missing technical skill.
What should the project manager have done to avoid this?

A. Asked the sponsor to identify all required skills during the planning of the project
B. Identified all required skills after the kick-off of the project
C. Planned all required training for the team during the onboarding process
D. Identified all required skills during the planning of the project

Correct Answer: D
Section:

QUESTION 9
A project manager is beginning a new project with very diverse team members. The project manager chose to use consensus building so the team can agree on and be engaged in how the project will be executed.
How should the project manager proceed?

A. Create an environment where the agreement is reached by a majority vote
B. Create an environment where the agreement is reached through discussion
C. Establish recurring brainstorming sessions to discuss project issues
D. Allow team members to contribute ideas in a stream-of-consciousness mode

Correct Answer: B
Section:

QUESTION 10
A project manager for a software technology project works in a matrixed organization with virtual teams. Unfortunately, the functional manager informs the project manager that there may not be any resources available to test the software.
What should the project manager do next?

A. Request a teleconference meeting with the sponsor to submit a change request to allow the development team to conduct testing
B. Engage with the functional manager to discuss details to obtain the required support
C. Discuss testing requirements at the weekly project meeting to negotiate the best approach to test software
D. Send an email to the procurement specialist to negotiate with a company that specializes in software testing

Correct Answer: B
Section:

QUESTION 11
A project manager is leading a team of diverse individuals of all ages. The working hours for the project were set at the beginning of the project, and all team members agreed to the hours.
However, later in the project, one of the team members informed the project manager that the previously agreed upon hours no longer work due to the team member's personal commitments.
What should the project manager do?

A. Discuss the lack of dedication with the team member and their functional manager
B. Allow the most senior team members to decide the time that works for the team
C. Remove the team member from the project team to be fair to the other members
D. Reassess the team's hours collaboratively so that the team is not impeded by the issue

Correct Answer: D

Section:

QUESTION 12
A key project stakeholder has started to escalate all issues and main requirements to the project sponsor. The project manager is concerned about the team not receiving direct communications from this stakeholder.
Which two actions should the project manager take to improve the relationship with the stakeholder? (Choose two.)

A. Provide training to the team on emotional intelligence and status reporting techniques

B. Promote an adaptive and transparent environment where the team can easily communicate with the stakeholders

C. Share weekly status reports with detailed information about the project and team performance

D. Submit performance reports and task assignments to keep the stakeholder informed

E. Schedule regular meetings with the key stakeholder to provide updates and receive feedback

Correct Answer: B, E
Section:

QUESTION 13
A project manager is leading a multiyear project that involves internal and external stakeholders.
As the project manager begins to gather requirements, additional business stakeholders express interest in being involved.
Which three actions should the project manager take to ensure proper stakeholder involvement?
(Choose three.)

A. Prioritize stakeholders based on the project phase and need

B. Perform a stakeholder assessment to align with the project objectives

C. Classify and rank stakeholders based on their positions in the organization

D. Include all stakeholders in the stakeholder engagement plan and provide the same level of communication

E. Develop a stakeholder impact/influence matrix to determine the level of engagement

Correct Answer: A, B, E
Section:

QUESTION 14
In the initiating phase of a project, the project manager and team members are prioritizing the product backlog along with the product owner.
What should the project manager do next?

A. Produce a value-added product for the customer in each phase of the project.

B. Produce a value-added product for the customer as continuously as possible.

C. Produce a value-added product for the customer in the beginning of the project.

D. Produce a value-added product along with the supporting documentation.

Correct Answer: B
Section:

QUESTION 15
A project manager is overseeing a project as part of a program geared toward a major technology disruption. The team is comprised of brilliant young professionals who have worked on different projects for the organization in the past.
However, the team complained that they previously experienced a lack of direction during project execution and are afraid of the same issue in this project.
Which two actions should the project manager take to ensure that this issue does not occur in this project? (Choose two.)

A. Organize a team-bonding activity and invite an external manager to speak to the team.

B. Set a clear vision for the project and ensure it is visible to all stakeholders.

C. Focus on the resource management plan and track project progress.

D. Encourage the team to do a brainstorming session and provide a mitigation plan.

E. Keep the team engaged and focused on the project's direction.

Correct Answer: B, E
Section:

QUESTION 16
Due to organizational changes, several key stakeholders are replaced by new ones in the middle of a project. As a result, numerous new requirements are raised.
What should the project manager do to ensure success of the project?

A. Review and prioritize new requirements with stakeholders to determine which change requests are needed.

B. Seek immediate approval to amend the project timeline and budget in order to deliver all new requirements.

C. Escalate the issue to the project sponsor and seek support to keep the original requirements.

D. Emphasize to the new stakeholders that new requirements are not allowed at this stage of the project.

Correct Answer: A
Section:

QUESTION 17
One phase of a project took much longer than initially anticipated. The key stakeholders expressed their concern regarding a potential project delay.
What should the project manager do?

A. Request additional contingency from the sponsor

B. Add more float to the overall project schedule

C. Expedite the next phase to reduce slippage

D. Organize a root cause analysis (RCA) workshop

Correct Answer: D
Section:

QUESTION 18
An agile team is working on a project that will be launched in six countries. Each country has specific requirements in addition to the base offering. The estimates indicate it will take six months to develop the base offering and an additional month to finalize each country's unique requirements. The expected revenue for the product is the same for each country.
Which release strategy should the project manager recommend?

A. An iterative-based strategy to maximize value by releasing the product to each country as it is finalized and ready for release in that country

B. A financial-based strategy to reduce the roll-out effort and costs by planning a single, bundled release to all countries at the same time

C. A risk-based strategy to maximize the perceived value of the product by launching it to the countries with the lowest technical complexity

D. A quality-based strategy to maximize post-market adoption by releasing the product to the countries with the lowest probability of reporting field issues

Correct Answer: A
Section:

QUESTION 19
A primary stakeholder is unable to join the project status meetings consistently. The project manager has been communicating with this stakeholder informally and regularly to ensure that the stakeholder is up to date on the project.
However, the project manager has recently resigned and will not be meeting with the new project manager prior to departure.
How should the project manager ensure that the new project manager continues to update this particular stakeholder?

A. Ensure that the project team has been provided guidance on the specific needs of this stakeholder
B. Update the stakeholder engagement plan with the specific communication needs for the stakeholder
C. Ensure that the project documents contain specific instructions regarding the stakeholder
D. Update the communications management plan with specific information on stakeholder engagement

Correct Answer: B
Section:

QUESTION 20
A project team is implementing an enterprise notification tool with a vendor. The project manager noticed that this vendor's developer has been reporting the same status for several weeks in a row. A few days later, the vendor communicates that the deliverable will not be completed on time due to resource constraints within their company.
What should the project manager do next?

A. Update the risk register to reflect the delay, communicate the impact to the schedule, and escalate to management for assistance
B. Conduct a project review with the project sponsor to explain the delay and add a developer to work with the vendor
C. Add the delay to the issue log and work with the vendor for a resolution that will bring the schedule back on track
D. Review the contract with the vendor to go over the financial penalty that is applicable to this situation

Correct Answer: C
Section:

QUESTION 21
A project manager for a software development company faces a number of financial risks in their project. The project manager needs to frequently check the strength and efficiency of the risk management process.
What should the project manager use to accomplish this?

A. Brainstorming session
B. Stakeholder register
C. Assumption log
D. Audit meeting

Correct Answer: A
Section:

QUESTION 22
Atypically high-performing team member has started to demonstrate a performance drop as well as some aggressive behaviors toward other team members in meetings. The project manager has worked with this individual for many months on this project and has not seen this type of behavior before.
What should the project manager do?

A. Discuss the individual's behavior with the other team members to determine if they have noticed and know what is going on
B. Attend more team meetings to observe the team more closely to determine the root cause
C. Discuss the project manager's observations with the individual to determine why they are behaving this way

D. Discuss their performance with the team member's functional manager as well as human resources (HR) and discuss next steps

Correct Answer: C
Section:

QUESTION 23
In a newly formed project team, one experienced team member is overwhelmed by the complexity of the tasks and is not happy with the project team.
What should the project manager do?

A. Explain that the tasks are unavoidable and ask the team member to find a solution to overcome the challenges
B. Set up team-building activities with the project team members to reduce tension
C. Ask the team member to enter this potential schedule delay in the risk register
D. Actively listen to the team member and identify ways to support their needs in completing the tasks

Correct Answer: D
Section:

QUESTION 24
A project is being delayed due to a large amount of rework caused by a quality problem that is impacting the critical path.
What should the project manager do?

A. Report the delay with rectifying actions to the project management office (PMO).
B. Rebaseline the project schedule to absorb the delay.
C. Notify the project steering committee about the cause of the delay.
D. Report the delay with rectifying actions to the change control board (CCB) for review.

Correct Answer: D
Section:

QUESTION 25
An experienced project manager is managing a multi-million dollar agile project. The project manager communicates the ground rules to the team, but after 12 iterations, the project manager starts noticing that some team members are not following the ground rules.
What should the project manager do first to ensure team adherence to the ground rules?

A. Ask the functional manager to replace team members not following the ground rules.
B. Schedule a meeting with the project team to reinforce the ground rules.
C. Notify the project sponsor about this behavior and ask the sponsor to take disciplinary action.
D. Contact human resources to request a written warning letter be sent to team members not following the ground rules.

Correct Answer: B
Section:

QUESTION 26
A project manager has been assigned a low-priority project that includes new team members with no previous formal project experience. The project team has requested deadline extensions for the first development increment twice already.
What should the project manager do to support the team?

A. Provide feedback to the team using project performance evaluations.

B. Include buffer time in the schedule to absorb future delays.

C. Escalate the impact on the schedule to the project sponsor.

D. Create a change request to extend the project's duration and costs.

Correct Answer: A
Section:

QUESTION 27
A customer has provided excellent feedback on the project. However, a key project resource is leaving the company.
Which measure should mitigate the impact of this key resource's departure?

A. Establish a proactive knowledge-sharing plan

B. Offer a new contract to the resource who is leaving

C. Develop a contingency budget to replace the key resource

D. Update the risk register and inform the customer

Correct Answer: A
Section:

QUESTION 28
A project manager is working on an enterprise resource planning (ERP) initiative that contains stakeholders spanning numerous business lines. The project manager begins to identify, evaluate, and categorize the stakeholder relationships to the program.
What is the purpose of this process?

A. Identify all stakeholders who can positively affect the project

B. Identify all stakeholders who can negatively affect the project.

C. Incorporate the needs of all stakeholders into the communications management plan

D. Incorporate only primary stakeholders into the communications management plan

Correct Answer: C
Section:

QUESTION 29
A company just started managing a project using an agile approach. Due to this change, the general manager is worried about the scope definition process for upcoming projects.
What should the project manager do to ensure the project scope is completely defined?

A. Meet with the general manager and convince them to return to using predictive approaches to avoid any risk

B. Ask the general manager to review every requirement to ensure all projects will deliver the requested products

C. Ask for a budget increase to implement a double-check process to ensure every business need is included in the requirements

D. Help sponsors and stakeholders craft the product vision, and bring the team and product owner together to clarify expectations

Correct Answer: D
Section:

QUESTION 30
A project manager is asked to develop maintenance planning software for a power plant. A similar project was executed by another department in the organization that was later closed due to low performance. The project manager is concerned about the project's performance and wants to take action in advance to ensure the project succeeds.

What should the project manager do?

A. Continue executing the project as planned and add more resources if they are required.

B. Evaluate the project risk and add external experts to address the potential risks.

C. Review the lessons learned on similar projects so that they do not fall back into the same pattern.

D. Inform the project sponsor about the risk and try to convince them to withdraw from the project.

Correct Answer: C
Section:

QUESTION 31
A newly formed project team includes team members who have been working in the company for a long time as well as team members who are new to the company. The project team members discovered that there is a gap in communication between these two groups, and they are finding it hard to collaborate with one another.
What should the project manager do?

A. Ask the experienced members to lead the junior members to facilitate skill transfer

B. Organize networking sessions to allow the team members to get to know one another

C. Encourage team members to focus on delivering results with their specialized skills

D. Ask the team to self-organize and escalate any issues to the project manager

Correct Answer: B
Section:

QUESTION 32
A project manager is working for an organization in country A and has been tasked with opening the first brick-and-mortar store in country B. The sponsor has identified the city for the store and wants to minimize any potential issues with the local government.
Which action should the project manager take to address the sponsor's request?

A. Work with the organization's legal department to identify local regulations to ensure project compliance

B. Work with the organization's project management office (PMO) to build a project team of residents located in the city

C. Work with the organization's real estate department and reach out to the local government to identify the best location for the store

D. Work with the local government to build the profiles of employees that will be working in the store

Correct Answer: A
Section:

QUESTION 33
An equipment vendor will implement a new production line for a client company. The year-long project will include 2- to 4-month long iterations; however, the client's project manager has no agile experience.
How should the project manager ensure that the client is effectively represented in the daily meetings?

A. Recommend agile training programs that best suit the client project manager's schedule.

B. Propose a session for essential agile knowledge transfer for the client team to align with the daily meeting goals.

C. Realign the project to a predictive approach to ensure optimal collaboration between the teams.

D. Provide the client project manager with agile best practice documents and web resources.

Correct Answer: B
Section:

QUESTION 34
A project manager is working in a company that has several global offices. During resource planning for a new project, the project manager realizes that the company requires projects to include team members from different continents.
What should the project manager do to ensure a successful project execution?

A. Plan for a meeting with the project sponsor to discuss the possibility of utilizing only local colleagues.

B. Send emails with information about the project deliverables on the first day of the project.

C. Connect with every location and check their preferred methods of communication.

D. Invite all resources to the project manager's location to form a cohesive team until all deliverables are completed.

Correct Answer: D
Section:

QUESTION 35
A business stakeholder for a project is reluctant to accept an agile approach due to a previous bad experience, and is pushing for a predictive approach.
What strategy should the project manager use to persuade the stakeholder to use an agile approach?

A. Agree on a predictive approach, but apply agile concepts under the project management umbrella.

B. Ensure the stakeholder that an agile approach will deliver all of the expected results in a shorter period of time.

C. Document the request and escalate to upper management to consider a modification of the project charter.

D. Propose a phased project approach with multiple small interactions and build trust with the stakeholder through frequent value delivery.

Correct Answer: D
Section:

QUESTION 36
A project engineer in country A is complaining about the sample received from the supplier in country B because the sample is not the correct length. During a telephone conference, the supplier checked the drawings and insisted that the measurement was accurate.
What should the project manager do next?

A. Hire a company in country B to perform a quality check before shipment

B. Evaluate the procurement contract to determine the agreed-upon specifications

C. Escalate the issue to the purchasing department for review

D. Add an additional task to cut the received part according to the specifications

Correct Answer: B
Section:

QUESTION 37
A project manager has team members around the world in many different time zones. Project work frequently stalls because people in one office need to wait until another office is awake to have questions answered.
What should the project manager have done to avoid this?

A. Ensured that the project would be the highest priority for all team members

B. Planned and scheduled tasks and work packages to overcome geographical and time zone challenges

C. Learned more about how each team member prefers to communicate before assigning project work

D. Used communication tools, such as video conferencing, so different offices could communicate

Correct Answer: B
Section:

QUESTION 38
The project manager is reviewing a project's progress and notices that one of the risks has become an issue.
What should the project manager do to address the situation?

A. Initiate a change request to obtain additional funds from the management reserve
B. Meet with the project team and customer to brainstorm about potential solutions
C. Schedule a high-priority meeting with the project stakeholders to discuss the issue
D. Collaborate with the relevant stakeholders on implementing the risk response plan

Correct Answer: B
Section:

QUESTION 39
A project manager has begun a complex oil refinery project. Although the project is in the initiation phase, the sponsor keeps asking for concrete dates for the most important project milestones.
When will the project manager be able to provide the requested information?

A. During the planning phase, when processes for scope definition and activity duration and sequencing will be performed
B. Close to the end of the project, as the forecasts will be more accurate and most risks will already be mitigated
C. In the initiation process, as it happens concurrently with the project contract and project charter creation
D. As soon as possible, as project delays can be significantly avoided when a schedule is developed early

Correct Answer: A
Section:

QUESTION 40
After conducting a performance assessment, the project manager identified that some gaps still exist.
What should the project manager ensure?

A. Awards are given to all team members for playing a role in the project and undertaking the assessment.
B. Performance improvement programs are organized for all team members who were assessed.
C. All team members rotate their job schedules immediately to make them versatile.
D. Assessment results are kept private and not shared among team members.

Correct Answer: B
Section:

QUESTION 41
A project is in the execution phase. The client was actively involved in the early stages but has been less engaged lately. A number of changes to the requirements have recently been requested.
What should the project manager do next?

A. Discuss the changes with the client and jointly make the decision on how to proceed.
B. Reject the changes and stay the original course as initially agreed with the client.
C. Review the risk register to see if mitigations have already been outlined for this scenario.
D. Review the changes and make the decision based on the project team's recommendations.

Correct Answer: A
Section:

QUESTION 42
A technician is scheduled to install internet service at the homes of three remote call center agents who have different working schedules. Their functional managers arranged time off to allow time for installation and testing.
The carrier sends an email to the project manager stating that one appointment is delayed for 2 days.
What does the project manager need to do now?

A. Inform the product owner
B. Inform the project sponsor
C. Inform the relevant stakeholders
D. Inform the project team only

Correct Answer: C
Section:

QUESTION 43
A team member in an agile project informs the project manager they might not be able to finish an assigned task on time, which could generate an obstacle for the rest of the team.
What should the project manager do?

A. Ask the team member to bring up the concern in the next daily meeting
B. Send an email explaining the issue to all team members
C. Reassign the task to another team member
D. Move the task to the next sprint

Correct Answer: A
Section:

QUESTION 44
A project manager has been assigned to manage multiple agile project teams. The project manager wants to empower the teams and make them self-organizing.
What should the project manager do to create a positive environment?

A. Help the teams in establishing and adhering to their ground rules and revisit after regular intervals
B. Copy the ground rules established by another project and provide them to the teams
C. Establish the team ground rules and share them with the team for strict adherence
D. Extract the organization's policies and processes, customize them, and give them to the teams to adhere to

Correct Answer: A
Section:

QUESTION 45
An agile coach and technical writer for a globally distributed agile team are in a country with a 9- hour time zone difference from the agile team. The agile coach and project lead disagree on the timing for the daily standup.
The project lead thinks the standup should be at 10:00 am local time, but the agile coach and technical writer feel that is an inconvenient time for them.
How does the project lead ensure adherence to agile practices?

A. Inform the agile coach that the daily standup will be at 10:00 am local time and ensure all parties can attend
B. Escalate to management that the agile process is not going to work and ask them to speak to the agile coach

C. Have a discussion with the team on the approach and come to a decision on when the daily standups should be

D. Have two separate daily standups, one for the agile coach and technical writer and one for the agile development team

Correct Answer: C
Section:

QUESTION 46
A project manager receives a suggestion from a team member for improving the product attributes without impacting the schedule or cost. This will add value to the project and the customer.
What should the project manager do?

A. Reject the suggestion and ask the team member to focus on executing the plan

B. Ask the team member to submit a formal change request

C. Accept the suggestion as it has no impact on the project

D. Ask another team member to validate the impacts of the suggestion

Correct Answer: B
Section:

QUESTION 47
During the third iteration of a project, the main sponsor retired from the company, and a new sponsor was appointed. The new sponsor is not familiar with the agile approach for project delivery, which leads them to request more control over the project team.
What should the project manager do?

A. Schedule a meeting with the new sponsor in order to explain the agile approach and how teams are supposed to be self-organized

B. Review the sponsor's request with the project team during the next daily review meeting in order to provide the requested control

C. Schedule an emergency meeting with the project team so they fulfill every request that comes from the sponsor

D. Review the sponsor's request with the project team during the next iteration review meeting in order to obtain a team decision

Correct Answer: A
Section:

QUESTION 48
A medium-sized company has been exploring new marketing tactics with regard to launching a new product. New product creation is no small task. In the end, it was too big of an expenditure for the company to undertake.
What should the project manager do in the future when working on new product projects?

A. Make use of kanban boards so all stakeholders have a clear view of the project and provide their help accordingly

B. Train the team to first find the minimum viable product (MVP) that will deliver value to the customer

C. Increase the contingency reserve and prepare the team for applying fast-failing techniques when the estimates veer from the initial plan

D. Adopt a chain management approach, developing products based on the same platform and infrastructure

Correct Answer: B
Section:

QUESTION 49
A project manager is managing a few innovation projects with a high level of uncertainty. The project manager is experiencing challenges with the large number of change requests issued due to the nature of the project.
What should the project manager do?

A. Reduce the number of approvers required to implement a change request

B. Request sponsor approval for all change requests to reduce the number of changes

C. Initiate the number of iterations to reduce the number of change requests

D. Add a fixed number of change requests allowed by the client on the project baseline

Correct Answer: C
Section:

QUESTION 50
A project manager is starting a new project, and the project team is located in different countries.
The team was going to use a specific tool to hold virtual meetings. However, that tool is not available in one team member's country.
How should the project manager deal with this situation?

A. Contact the project sponsor to have the team member removed from the project

B. Ask the team member to move to another location where the tool is available

C. Investigate alternative tools for virtual meetings that are available to all team members

D. Start the project and use email to communicate with the team member until the tool is available

Correct Answer: C
Section:

QUESTION 51
Halfway through a project, the project sponsor is replaced by another peer who was not previously engaged in the project. The new project sponsor has rejected most of the project artifacts, and the team did not get the latest increment approved on the current iteration.
Stakeholders are not feeling confident about the project outcome.
What should the project manager have done to prevent this situation?

A. Performed a stakeholder analysis when the sponsor joined the project

B. Held a governance meeting to review the project increment

C. Escalated the issue to ensure the increment would be approved

D. Conducted a product iteration review with the new project sponsor

**Correct Answer: A**
Section:

QUESTION 52
A regulatory branch of an environmental government agency has recently placed a ban on the manufacturing of a specified thickness of plastic packaging products. This ban will take effect in 12 months. The project manager for a startup firm working in alternative packaging has been monitoring the progress of this law for a while and, as part of the risk management, has identified new products that can support a growing customer base.
What should the project manager do next?

A. Begin a marketing campaign to sell alternative packaging after the 12-month period ends

B. Organize a meeting with all stakeholders and review the stakeholder engagement plan

C. Continue production processes and plan to discuss changes at the next annual target review meeting

D. Inform management of the new law as an opportunity to expand market share and share the proposed products

Correct Answer: D
Section:
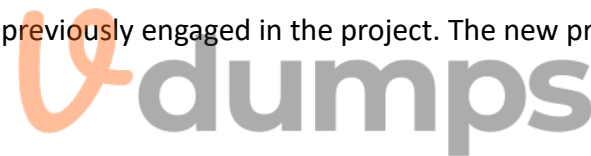
QUESTION 53
A project manager is part of a balanced matrix project organization. The project manager will receive all work performance updates directly from the new sourcing department head who has no time to spare to give the project manager the information.
What should the project manager do?

A. Discuss the situation with the company project sponsor for advice
B. Request information directly from the sourcing department team members
C. Work out a resolution in consultation with the sourcing department head
D. Present the situation to the manager of the sourcing department head

Correct Answer: C
Section:

QUESTION 54
A project manager has just been hired by a company without a project management governance structure. During the kick-off meeting, a key stakeholder emphasizes the importance of the project meeting the company's strategy, investment, and compliance requirements.
What should the project manager do?

A. Put into place a project governance model in line with the requirements
B. Replicate the organizational governance to the project governance
C. Create an organizational project management governance
D. Ask the organization to create a project portfolio governance

Correct Answer: A
Section:

QUESTION 55
A third-party supplier demands payment for the services provided for a project. The agreement was that payment would be made after the organization receives payment from the client. The third-party supplier lacks the capital to meet their payroll and has informed the project manager that if they do not receive payment quickly, they will withdraw team members from the project.
What should the project manager do?

A. Explain the third-party supplier situation to the client and request payment.
B. Inform the client that the project must be delayed until payment is received.
C. Reassign resources from other projects to pay the third-party supplier.
D. Process a bank loan to pay the payroll of the third-party supplier.

Correct Answer: A
Section:

QUESTION 56
A project manager is developing the stakeholder register and is having trouble understanding the motivation of some of the stakeholders.
What should the project manager do to get this information?

A. Identify each stakeholder's motivations from the business case.
B. Request stakeholders articulate their motivations at the kick-off meeting.
C. Email project objectives to all stakeholders and ask for endorsement.
D. Organize a one-on-one conversation with each stakeholder.

Correct Answer: D
Section:

QUESTION 57
During a project's initiation phase, a lessons learned sharing session was held with the team from another project. Low construction productivity was discussed as a potential delay to project completion.
What should the project manager do next?

A. Discuss this issue with the project sponsor to request additional funding to implement mitigation
B. Prequalify contractors with proven track records to eliminate productivity concerns
C. Add construction productivity to the risk register and develop a mitigation strategy for site execution
D. Hire a construction management consultant to develop a comprehensive site execution plan

Correct Answer: C
Section:
Explanation:
The learning from prior project was about construction productivity. So in order to prevent it happen in a new project, it has to monitored with a mitigation plan.
Explanation:

QUESTION 58
A project manager is managing a mobile application development project when one of the experienced team members starts missing deadlines. The delays will impact project implementation.
What should the project manager do next?

A. Assign an additional resource to help the team member with the tasks
B. Ask the team member's functional manager if there are any known issues
C. Convene a team meeting to encourage and motivate the entire team
D. Meet with the team member to understand their concerns and/or issues

Correct Answer: D
Section:

QUESTION 59
A project manager is leading a hybrid project. The only available resources that have experience with agile are not at the project manager's location. The project has a strict schedule and budget, and the project manager is concerned about their ability to deliver it.
What should the project manager do?

A. Engage the agile resources through video conferencing on a daily basis
B. Advise the sponsor that the project will be delayed as agile training will be required
C. Request a budget extension to get local resources experienced in agile
D. Plan to have the agile resources temporarily relocate to the project manager's location

Correct Answer: A
Section:

QUESTION 60
An agile facilitator has gathered a team for a new project. This team and facilitator have not yet worked on a project together.
How should the facilitator proceed?

A. Set up a lessons learned session from a similar project.

B. Hold a team charter discussion.

C. Schedule a release planning session.

D. Conduct a product roadmap session with the team.

Correct Answer: B
Section:

QUESTION 61
A project manager has been assigned to lead a software project to generate savings at an important financial institution. Initially, the duration of the project was 13 months, but due to various issues during execution, the project was extended to 16 months. By month 11, the expected savings were exceeded but not all of the functionalities planned for that date were fulfilled.
How should the project manager inform the stakeholders of the project's progress?

A. Complete the outstanding functionalities before informing the sponsor of the project progress

B. Communicate the benefit expectations and the action plan for the pending functionalities

C. Send an email with the monthly project progress to all relevant stakeholders

D. Report that the project has not fulfilled all the expected functionalities

Correct Answer: B
Section:

QUESTION 62
A project manager is working on the delivery of a solution that needs to be deployed to the public quickly. The project team is experienced, the stakeholders are supporting the delivery, and the customer is cooperating.
What strategy should the project manager use to ensure on-time delivery of the solution?

A. Meet with the customer to agree on the components of the solution and the priorities

B. Ask the sponsor for support regarding the allocation of additional resources to finish on time

C. Have a high-level plan for incremental deliveries and get the customer's feedback as early as possible

D. Have a detailed plan of all milestones, deliverables, functionalities, and allocation of resources

Correct Answer: C
Section:

QUESTION 63
There is frequent conflict between two project team members working on a project. This has caused a negative impact on the project.
How should the project manager handle this situation?

A. Counsel both team members and caution them with a final warning.

B. Relocate the two project team members into different project teams.

C. Escalate the issue to the human resources (HR) manager before a larger problem develops.

D. Help cultivate self-awareness between the two team members through emotional intelligence (EI).

Correct Answer: D
Section:

QUESTION 64
A few virtual team members are located in a region that generally has good internet connectivity.
However, they frequently experience connectivity issues joining team calls during the day.

What should the project manager do?

A. Determine what the problem is and develop an action plan
B. Ask the team members to use chat tools as an alternative to calls
C. Procure tools that consume less bandwidth for internet calls
D. Record the meeting to share with the team members who were unable to join

Correct Answer: A
Section:

QUESTION 65
A project manager received a request to add features and functions to the project after the scope had already been established.
What should the project manager do?

A. Follow the requirements management process.
B. Follow the stakeholder engagement process.
C. Follow the risk management process.
D. Follow the change management process.

Correct Answer: D
Section:

QUESTION 66
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: B
Section:

QUESTION 67
A project team member, who is inexperienced in system development work is not performing well.
Currently, there are no other staff members available who are qualified to complete the work.
What should the project manager do?

A. Assess the team member's development requirements and arrange for the team member to receive training.
B. Seek approval from the project sponsor to use some of the project budget reserve to hire a new resource.
C. Work with the functional manager to determine an incentive for the team member to complete the project.
D. Request a substitute for the team member with a new resource who is more skilled in system development work.

Correct Answer: A
Section:

QUESTION 68
A newly commissioned project has had trouble recruiting team members because the turnover rate is high. The human resource (HR) manager has conducted several exit interviews. Many team members have expressed that the project manager has inadequate relationship management competencies. The project manager explains that the exiting team members were lazy.
What should the project manager do to prevent this high turnover rate from continuing?

A. Avoid micromanaging the team, enforce stricter rules, and monitor employees.

B. Explain to the recruiting manager that a project is temporary in nature, making it different than an operational environment.

C. Develop relationship skills as a leader and also develop the teams' emotional intelligence skills.

D. Be more involved in the team member recruitment process to ensure qualified team members are chosen.

Correct Answer: C
Section:

QUESTION 69
An enthusiastic, newly hired vice-president has been assigned as the product owner for a digital transformation project. The project manager advises the product owner that some of the functional requirements are not aligned with the chief information technology officer's (CTO) strategy. The product owner tells the project manager that the CTO is not part of the project and should not be engaged at this moment.
What should the project manager do?

A. Advise the CTO about the possible impacts caused by the project.

B. Influence the product owner to review the engagement needed from other stakeholders.

C. Continue building the backlog since they are functional requirements.

D. Review the organizational process assets (OPAs) for historical information from similar projects.

Correct Answer: B
Section:

QUESTION 70
A startup company has just appointed a CEO that has no prior project experience. The CEO wants to execute projects with their own resources and has appointed a project manager.
What should the project manager recommend that the CEO do first?

A. Create a framework to justify project execution.

B. Utilize an agile approach for all upcoming projects.

C. Create a framework to support project success.

D. Utilize a predictive approach for all upcoming projects.

Correct Answer: C
Section:

QUESTION 71
A business transformation project has a four-phase delivery plan. The project team has successfully delivered one phase of the project.
To further enhance team performance and empower team members, which two actions should the project manager take? (Choose two.)

A. Encourage team members to cross-check decisions with the project manager.

B. Vet all of the decisions before execution.

C. Allow team members to make limited decisions.

D. Organize and assign team members to tasks where they have strengths.

E. Support team members to make decisions in their areas of strength.

Correct Answer: D, E
Section:

QUESTION 72
A project team was hired to perform on-site duties, but there were unexpected circumstances that required the entire team to work remotely. Some team members returned to their hometowns, and they are now requesting reimbursement for operational expenditures.
What should the project manager do?

A. Review the budget and allocate funds for the reimbursements.
B. Update the project management plan with the incurred costs.
C. Ask the team members to draft a justification before processing the reimbursements.
D. Follow the Perform Integrated Change Control process and submit a change request.

Correct Answer: D
Section:

QUESTION 73
An organization is adopting an agile mindset. On the first agile project, the project manager faced an issue because the team was unable to make decisions on time.
What should the project manager do to address the problem?

A. Assess the situation to understand how the organization's culture impacts the decision-making process, and coach the team toward a new model.
B. Adopt an autocratic leadership style and dictate all decisions in order to speed up the team's velocity.
C. Invite senior leadership to a team-building workshop and restate the importance of accountability and leadership under the new company direction.
D. Define clear guidelines on how decisions should be made under the new organizational policy and reinforce them with the team on every occasion.

Correct Answer: A
Section:

QUESTION 74
A project manager is working on a financial system implementation project for a government company. One of the key stakeholders, who uses predictive approaches, does not like virtual tools such as chats, task trackers, and so forth. They prefer email, telephone calls, and face-to- face meetings.
How should the project manager approach this situation?

A. Use regular screen-sharing sessions to show the progress to the stakeholder.
B. Align and agree with the stakeholder on the communication approach.
C. Ask the manager to use virtual communication tools and online dashboards.
D. Create a digital dashboard to meet the manager's information needs.

Correct Answer: B
Section:

QUESTION 75
A team member has experienced personal conflicts on past projects, making them nervous about working on the current project. The project manager knows this team member could add value to the project.
What should the project manager do to get the most value from this team member?

A. Advise the team member not to share personal information from past projects with the entire team.
B. Consult with the project sponsor to find out if it is allowed to share personal information with the entire team.

C. Advise the team member to focus on the current project and consider the past conflicts as lessons learned.

D. Consult with human resources (HR) and check company policies on what is allowed to advise the team member.

Correct Answer: C
Section:

QUESTION 76
During project initiation meetings, the project manager of a 9-month project states that a specific task would be out of schedule. At the project kick-off meeting, a key project stakeholder strongly objects, stating that this task is the key value of the project and should be completed on time.
What should the project manager do to reduce the chances of having a strong rejection from stakeholders during the project initiation stage?

A. Develop a stakeholder-by-stakeholder engagement assessment matrix.

B. Send a letter to the stakeholders to inform them about the project scope and start date.

C. Schedule meetings with key stakeholders in advance to gather feedback on the project scope.

D. Identify stakeholder rejection as a risk in the project risk register.

Correct Answer: C
Section:
Explanation:
To reduce the chances of having a strong rejection from stakeholders during the project initiation stage, the project manager should schedule meetings with key stakeholders in advance to gather feedback on the project scope. This will give stakeholders the opportunity to provide input and raise any concerns they may have about the project, including the specific task that the project manager believes would be out of schedule.
Explanation:

QUESTION 77
On a project with multiple international locations, a trend for delays has been flagged. When looking into the issue, the project manager realized that some of the key activities were scheduled over the holiday periods in the overseas offices.
What should the project manager do next?

A. Update the schedule to reflect the holidays and notify the project sponsor of the delayed completion.

B. Hire additional personnel on a temporary basis to cover the extra workload during the holiday seasons.

C. Request that the offices in overseas locations work overtime to mitigate schedule slippages.

D. Update the schedule to reflect the holidays and share the workload among offices to mitigate schedule slippage.

Correct Answer: D
Section:

QUESTION 78
A new team member on a self-organizing team is finding it difficult to deliver due to the new technology being used in the project.
What should the project manager do in this situation?

A. Delegate other team members to complete this team member's tasks.

B. Mentor the team member and provide the necessary training.

C. Request the team member to move to another team.

D. Include the team member in an improvement program through a human resources (HR) request.

Correct Answer: B
Section:

QUESTION 79
A project manager is managing a project that requires specialized architecture services. This project was identified as a high risk for the organization. The project manager works with an external architect who is highly specialized. However, the architect will soon resign because they accepted an offer from another firm.
What should the project manager do next?

A. Discuss this with the project team, assess the impact, and decide on the appropriate actions to follow.

B. Ask the architect for the contact details for their new employer and call their account manager.

C. Call the account manager and ask them to retain the expert by offering them an incentive.

D. Escalate the issue to the procurement department and ask them to discuss this with the vendor firm.

Correct Answer: A
Section:

QUESTION 80
A project manager is working on a multinational project that has more than 100 stakeholders. The project manager is concerned about the appropriate stakeholder participation and involvement level required for successful project delivery.
What should the project manager do?

A. Communicate with the stakeholders to find a solution.

B. Review the issue log with the project stakeholders.

C. Evaluate the stakeholder engagement assessment matrix.

D. Perform a stakeholder assumption and constraint analysis.

Correct Answer: C
Section:

QUESTION 81
A new engineer was assigned to a project. Although the engineer has adequate skills for the job, they always wait for authorization from the project manager before acting.
What should the project manager do?

A. Obtain related training for the new team member.

B. Determine the appropriate level of decision-making authority and empower the engineer.

C. Make all of the decisions for the engineer in order to keep the workflow on track.

D. Replace the resource with an experienced engineer.

Correct Answer: B
Section:

QUESTION 82
A senior project manager has included a junior project manager as part of the project team.
During a coaching session, the junior project manager asks the senior project manager how to be efficient and reduce rework.
How should the senior project manager respond?

A. Use a work breakdown structure (WBS) to create a project schedule based on the project and resource requirements.

B. Monitor resource allocation to ensure that team members work 8 hours per day.

C. Assign project tasks to the team regardless of their skills to accomplish the project schedule.

D. Schedule daily meetings with key stakeholders to assess the effectiveness of the project management plan.

Correct Answer: A
Section:

QUESTION 83
An agile team is working on a 2-week sprint to deliver business value. About 1 week after the sprint starts, the team members do not feel confident about the product increment they are building. They do not want to wait until the end of the sprint and want to validate the product increment with the product owner now.
What should the project manager do to mitigate this risk?

A. Extend the sprint end date in anticipation of feedback from the product owner that will require extra work.

B. Schedule an additional interim demo with the product owner.

C. Address the issue as part of the retrospective.

D. Ask the team to work overtime toward the end of the sprint to meet the original sprint end date.

Correct Answer: B
Section:
Explanation:
To mitigate the risk of the team not feeling confident about the product increment, the project manager should schedule an additional interim demo with the product owner. This will give the team an opportunity to validate their work with the product owner and receive feedback early in the sprint. This feedback can then be incorporated into the work before the end of the sprint, which can improve the quality of the product increment and increase the team's confidence in it.
Additionally, it's important for the project manager to communicate the need for an additional demo with the stakeholders and to make sure that the team has enough time to incorporate the feedback into their work.
Explanation:

QUESTION 84
An agile team has completed five sprints. The final product is expected to be delivered in another three sprints. The project manager receives a call from the technical resource manager that one of the developers must take leave for the next 4 weeks, with no temporary replacement available.
This is going to significantly impact the deliverable.
What should the project manager do?

A. Request additional funding from the sponsor to obtain a new resource to fill in the gap.

B. Inform the customer of the impact immediately and prepare for escalation.

C. Ask the product owner to stretch the delivery team further to complete the final product in the original timeline.

D. Perform an impact analysis, readjust the schedule as needed, and communicate the changes to the customer.

Correct Answer: D
Section:

QUESTION 85
A project lead is working on an agile project to build the team's vision, including the decision- making process. It was decided that the team will vote on items, and if 90% of the team agrees on a decision, then it will be carried forward. At the very first technical design meeting, the team makes a decision that the project lead strongly disagrees with.
How should the project lead proceed?

A. Refuse to let the team proceed with the work based on their decision.

B. Take the technical team lead aside and try to persuade them to change their vote.

C. Note the reasons for the disagreement and let the team proceed.

D. Set up a meeting with the project champion and ask them to intervene.

Correct Answer: C
Section:

QUESTION 86

A project manager is newly appointed to lead a project team that will be working remotely. The project manager decided to use a set of tools that worked well for previous projects. However, a few team members are not happy with this plan.

What should the project manager have done to avoid this?

A. Delegated the responsibility of selecting the collaboration tools to the project's technical lead.

B. Met with the project team to determine their collaboration needs and identified tools that will work best.

C. Allowed the project team members to use the tools that will work best for them for this project.

D. Asked the project sponsor for approval to purchase the newest collaboration tool on the market.

Correct Answer: B
Section:

QUESTION 87

In the daily check-in meeting, a team member informs the project team that the licenses for one of the components that will be used will expire in a couple of months. The licensing cost is significant.

What should the project manager do next?

A. Evaluate the impact of nonrenewal of the license.

B. Escalate the licensing issue to the product owner.

C. Add a spike to the backlog for an alternative design.

D. Raise a change request to secure the renewal.

Correct Answer: A
Section:

QUESTION 88

A project manager leads a development project for a mobile chatting application. One of the experienced developers constantly creates conflicts with the other team members. As a result, the other team members are refusing to work with the developer. Since the developer is a high performer, the project goals may be negatively impacted if they leave the team.

What should the project manager do in this situation?

A. Meet with the developer and ask them to be respectful with the other team members and work together as a team.

B. Meet with the team members and developer individually to understand the situation and build an action plan accordingly.

C. Collect the team's feedback and send it to human resources (HR) to resolve the conflict.

D. Arrange a team-building training session and require all of the team members to attend.

Correct Answer: B
Section:

QUESTION 89

A project manager is leading a strategic and competitive advantage project for a healthcare organization that is in its testing phase. The team has been working on this project for 6 months, and the morale of the team is low due to the schedule.

What can the project manager do to motivate the team?

A. Continue to perform the last phase of the project with the project team as this will benefit the organization and provide a competitive edge.

B. Talk to the business team about the project phase and the team's commitment, and request a monetary reward for the team.

C. Speak with the project management office (PMO) and request a 2-week extension of the schedule so the team can have rotational time off.

D. Meet with the horizontal team managers to recognize the team members and give rewards and promotions upon completion of the project.

Correct Answer: D
Section:

QUESTION 90
A project manager starts to receive emails from different stakeholders requesting information about the project status.
What should the project manager do to avoid this in the future?

A. Schedule weekly project status meetings with all stakeholders including the customer and internal resources.
B. Include the project stakeholders' needs while planning the project communications strategy.
C. Designate a team member to respond to the emails from these stakeholders.
D. Include the stakeholders' emails in all of the project status communications.

Correct Answer: B
Section:

QUESTION 91
A project manager is working as a servant leader for a pilot project to adopt agile practices. After three sprints, the team demos the product to the main stakeholders, but receives negative feedback about the product's features. The team feels that all the features met the acceptance criteria defined by the product owner and does not understand what went wrong.
How should the project manager mitigate the product rejection?

A. Share the product backlog for the main stakeholders to review in advance.
B. Engage the main stakeholders in the upcoming sprint review sessions.
C. Create dedicated sprints to implement feature fixes for the rejected ones.
D. Ask the project sponsor to evaluate the assignment of a new product owner.

Correct Answer: B
Section:

QUESTION 92
A project team has installed software for the client, passed the knowledge to operations, sent the final report, and celebrated. Then 1 week later, the client sends a list of requirements that have not been met. The client is requesting to fix the issues quickly and within the initial budget.
What should the project manager have done to prevent this from happening?

A. Reviewed the acceptance criteria and obtained client approval.
B. Allocated a risk budget for any post-release improvements.
C. Conducted a pilot to understand the client's performance parameters.
D. Established meetings with the client throughout the project phases.

Correct Answer: A
Section:

QUESTION 93
A project that is using an incremental approach has colocated team members and is using a kanban board to visualize the work in progress (WIP). A key external stakeholder requests that all project activities be placed on hold until a status report is distributed.
What should the project manager have done to avoid this situation?

A. Stored project documentation in a shared folder.

B. Organized monthly meetings with the external stakeholders.

C. Invited all of the stakeholders to daily standup meetings.

D. Sent weekly status update reports to all of the stakeholders.

Correct Answer: C
Section:

QUESTION 94
A high-performing team is involved in a project with a new domain. The team is unable to deliver as expected.
What should the project manager do?

A. Support the team in identifying the area of development and address the gap.

B. Dissolve the team and include the team members in other existing teams.

C. Identify the struggling team members and move them out of the team.

D. Set up a clear expectation that the team is to deliver as in their previous projects.

Correct Answer: A
Section:

QUESTION 95
During a project meeting, the project manager expressed the importance of delivering reports on time. These individual reports will be consolidated into a single report. One of the team member's reports was not delivered on time and therefore the report could not be integrated with the other reports. This demonstrates a lack of teamwork and impacts project success.
What should the project manager do to resolve this issue?

A. Assign the task to someone else on the team.

B. Discuss it with the team member in confidence.

C. Discuss this matter during the project meeting.

D. Include this item in the risk register.

Correct Answer: B
Section:
Explanation:
The project manager should first discuss this issue with the team member in confidence to understand the reasons for the delay and to identify any possible solutions.
Explanation:

QUESTION 96
A project is starting its second iteration out of six. During the daily meeting, a team member asks for help. In order to finish a deliverable, an approval from the design department will be needed.
What should the project manager do?

A. Meet with the design manager to ask for the necessary approval.

B. Invite a design team member to the next daily meeting.

C. Update the issue log and escalate it to the project sponsor.

D. Replace this iteration deliverable for one without any blockers.

Correct Answer: A
Section:

QUESTION 97
A project manager has been assigned to lead an IT project to store information on sold lottery tickets. During the project execution, a failure in the system caused 10 numbers to be sold two times. This happened during the month of greatest demand because the prize was the highest of the year. The project team is concerned that one of those tickets could be the winner.
What should the project manager do first?

A. Reassure the sponsor by explaining the probability of this risk materializing is extremely low.

B. Carry out tests to verify that the system does not fail again due to the high occurrence of events.

C. Review the list of risks to verify that this issue was considered and execute the detailed action plan.

D. Inform the sponsor about the issue and make a request for sufficient funds to be made available.

Correct Answer: C
Section:

QUESTION 98
A project manager is working on an agile project in a changing business environment. The project sponsor is worried about benefits realization and asks the project manager to pay attention to changes that can affect the project.
Which action should the project manager take to identify changes that may affect the product?

A. Implement face-to-face communication between the team and product owner to change the iteration objectives as needed.

B. Stop the iteration as soon as possible in case an external change that makes the product invaluable is identified.

C. Take action to reprioritize the backlog after every iteration to evaluate if user stories are still valuable to the business.

D. Apply a pair programming technique to react to changes immediately, even in the middle of the interaction.

Correct Answer: C
Section:

QUESTION 99
A project manager is working on a major construction project. Part of the agreed-upon plan was to use a cloud-based system with a server that runs on high- speed internet service since most of the team members work virtually. The company needs to reduce operating costs as much as possible and management insists that the project will now use a system running on a conventional dial-up service.
What should the project manager do next?

A. Agree with management and continue working the project management plan.

B. Evaluate the impact of this decision and communicate with management.

C. Replace some of the team members that work virtually to help the company save money.

D. Meet with management about their decision and ask them to get another project manager.

Correct Answer: B
Section:

QUESTION 100
In a geographically distributed team, a developer continues to delay a coding activity. This activity is on the critical path. The project manager found out that the delay is due to the developer's lack of understanding of the customer requirements shared by the off-site team.
What should the project manager do?

A. Replace the developer with a skilled resource.

B. Perform a root cause analysis (RCA) with the team members.

C. Facilitate communication to ensure clarification of the requirements.

D. Conduct frequent performance reviews.

Correct Answer: C
Section:

QUESTION 101
A project scope statement has been approved, and the project manager and core team have been assigned to the project. Suddenly, the project manager takes a temporary leave of absence due to a medical emergency.
While the project manager is on leave, the team develops the project schedule. When the project manager returns, a detailed schedule is almost complete.
What should the project manager do?

A. Ensure that the schedule is aligned with the vision and objectives.

B. Escalate the compliance issue to the project management office (PMO).

C. Congratulate the team and move on to the execution phase.

D. Develop a new detailed schedule with the team and project sponsor.

Correct Answer: A
Section:

QUESTION 102
A project manager manages a bridge construction project. The project manager has received a major change request from a regulatory stakeholder to add one branch of the bridge to the engineering design. The project manager prepared a change request, which was reviewed and accepted by the change control board (CCB).
What should the project manager do now?

A. Notify the project team about the change request's approval.

B. Include the new branch of the bridge in the design.

C. Communicate the decision to the stakeholder who requested the change.

D. Evaluate the adjustments to the project management plan.

Correct Answer: B
Section:

QUESTION 103
A project is near completion but it is behind schedule. The contingency budget has already being used, although the remaining budget should be enough to complete the project. The only subject matter expert (SME) assigned to the project has been asked by their manager to solve a problem in the operations department.
What should the project manager do?

A. Escalate the situation to the project sponsor.

B. Free the resource to handle the operations priority.

C. Ask the manager to submit a change request.

D. Design a negotiation strategy for this situation.

Correct Answer: D
Section:

QUESTION 104
A vendor has manufactured a complex product. During a factory acceptance test, several deficiencies were identified. Product delivery is on the critical path, and any delay would impact project completion.
What should the project manager do?

A. Initiate regular conference calls with the vendor for status updates to keep this item in focus.

B. Hold the shipment until the rework is completed at the vendor's facility to eliminate extra work on-site.

C. Assess the schedule impact and evaluate the most feasible solution to keep the project on track.

D. Ship the package as is, complete carryover work on-site, and back charge the vendor for the rework.

Correct Answer: C
Section:

QUESTION 105
A project manager assigned to an education project needs to train a workforce in application development. The customer is responsible for providing the training center, and the deadline to start the first training is in 2 weeks. The customer calls to say that the center will not be available in 2 weeks due to some unforeseen problems.
What should the project manager do next?

A. Apply the terms and conditions of the contract with penalties.

B. Issue a change request to reflect the anticipated date for training.

C. Help the customer find an alternative location to start the training.

D. Update the project schedule with the new date for training.

Correct Answer: C
Section:

QUESTION 106
Knowledge sharing has been a key priority for a complex technological project with a large number of team members. During the project execution phase, the project manager receives numerous complaints from all team members that they are overloaded with knowledge-sharing emails, which contain useful information but are unmanageable due to the high volume.
What should the project manager do to solve this problem?

A. Establish an unofficial communications method for the team to share knowledge and lessons learned.

B. Establish a pull communications method to access knowledge repositories and lessons learned.

C. Establish an interactive communications method between stakeholders to share knowledge and lessons learned.

D. Establish a push communications method for the team to share knowledge and lessons learned.

Correct Answer: B
Section:

QUESTION 107
A project manager is assigned to a technical research project. The project team has already been assigned, and the main subject matter expert (SME) sends the project manager a list of the technical skills required for the execution of this project.
What should the project manager do next?

A. Discuss the list with the project sponsor to confirm that the resources have the required skills.

B. Ask the functional manager to review the resource pool and recommend the right individuals to join the team.

C. Meet with the project team to understand their skills and identify potential gaps and training requirements.

D. Send the list to the project team and ask them to get training on the required skills.

Correct Answer: C
Section:

QUESTION 108

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. Put the tasks with estimates in the backlog and clarify that the project will not need any reserves.

B. Sequence the tasks with estimates and add standard risk reserves to use for software development.

C. Analyze the tasks, provide estimates, include a prototype demo, and send to the client directly.

D. Work with the team to understand their views and add the appropriate dependencies and risks.

Correct Answer: D
Section:
Explanation:
You can't provide a prototype, at least a good one without consulting with the team first or even having any work done. The selected answer seems like the PM is doing everything without even talking with the team, and that's a recipe for failure.
Explanation:

QUESTION 109

According to this burnup chart for the last 7-day sprint, what should the project lead address with the product owner and team?
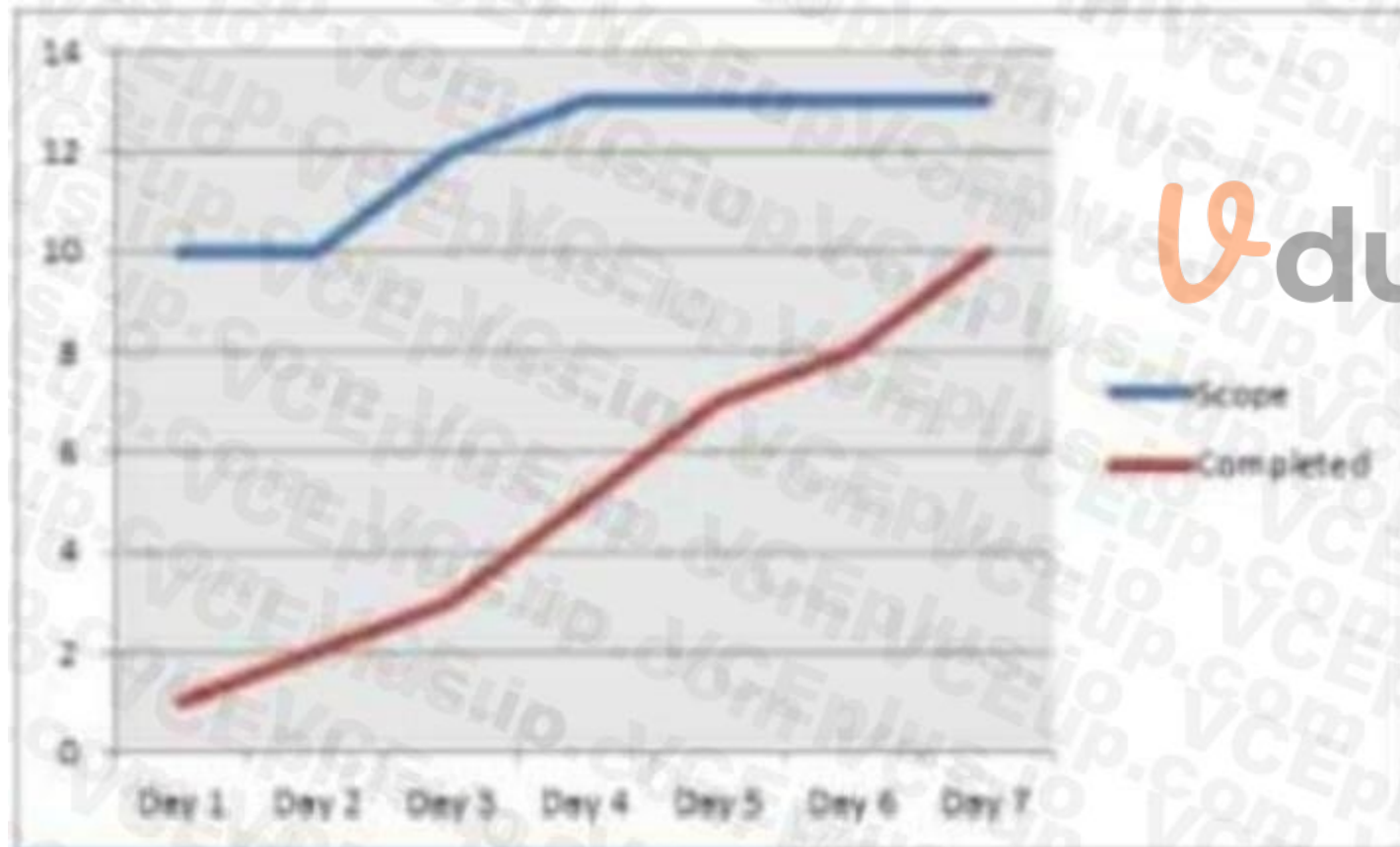
A. The product owner should not ask the team to change their sprint commitments.

B. The team is accepting too much work in the sprint after it has started.

C. The team is not meeting the expectations of the product owner.

D. The team should have stopped on day 4 and started a new sprint.

Correct Answer: B
Section:

QUESTION 110
After the merger of two large companies, a project manager is assigned to a project. The company hires a consultant to ensure best practices are being used in information security.
During an iteration, the consultant requests changes to a software component, claiming that it is not meeting market requirements.
What should the project manager do?

A. Continue the iteration and add the requested changes.

B. Continue the iteration and review the change with the customer.

C. Cancel the iteration and meet with the product owner.

D. Cancel the iteration and add the requested changes.

Correct Answer: B
Section:

QUESTION 111
A project manager is managing the scope of the project and creating a work breakdown structure (WBS) with the team members.
How should the project manager organize the WBS?

A. Customer oriented

B. Team oriented

C. Cost oriented

D. Deliverable oriented

Correct Answer: D
Section:
Explanation:
It is a best practice to organize the WBS in a way that aligns with the project's deliverables and objectives. This allows for clear identification and tracking of what needs to be accomplished in order to successfully complete the project.
Additionally, it helps ensure that all necessary tasks are captured, and that the team is focused on delivering what is expected by the stakeholders and customer.
Explanation:

QUESTION 112
Two members of a new project team disagree on the best approach to solve a problem. The conflict has been going on for 1 week. The two members are tense around each other and are taking everything personally.
What should the project manager do?

A. Help the team members to resolve the conflict in a way that results in the best team performance.

B. Offer a compromise that is acceptable to both team members, even if it may not be the best solution.

C. Understand each team member's argument and select the one that results in less risk to the project.

D. Send both team members to the human resources (HR) department for an acceptable resolution.

Correct Answer: A
Section:

QUESTION 113
A project to construct an electricity generation plant is on site near a nature reserve. An environmental activist group is questioning the need for the project. The customer has informed the project manager to disregard the group as they are not in support of the project.
What should the project manager do next?

A. Ask the customer to contact the activist group and let them know the project status and completion date.

B. Add the activist group to the list of stakeholders and analyze the impact they may have on project delivery.

C. Obey the directive from the customer since they are funding the project and are the most important stakeholder.

D. Request the project team disregard all communication from the activist group and continue with their project work.

Correct Answer: B
Section:

QUESTION 114
A project manager is leading a project that is in the execution phase. Due to a company reorganization, some key project team members are likely to leave the project.
What should the project manager do next?

A. Discuss this issue with the affected team members and support them during the transition.

B. Start looking for replacements as soon as possible to help prevent any schedule slippage.

C. Engage with the project sponsor to ensure that this change does not affect the project execution.

D. Determine the impact to the project and implement mitigations per the project management plan.

Correct Answer: D
Section:

QUESTION 115
In the past year, a company paid US$60,000 to an external subcontractor for an ongoing project.
The project manager has been asked to evaluate if the project can be delivered more cost effectively this year by using internal labor. The project manager used an optimistic term of 4 months, a pessimistic term of 6 months, and a most expected term of 5 months, and has concluded that the service can be delivered with the following resources:
- Two engineers (monthly salary of US$700 each)
- One project manager (monthly salary of US$1,600)
- Additional estimated monthly expenses of US$2,000
The project manager used the program evaluation and review technique (PERT) to calculate the savings if the project is delivered with in-house resources.
How much money will the project manager estimate the company can save?

A. US$35,000

B. US$20,000

C. US$40,000

D. US$30,000

Correct Answer: A
Section:
Explanation:
PERT formula is (Pessimistic value + Optimistic Value+ 4* Most likely)/6 = [4+6+(4*5)]/6= 5 Months . 5 months * total cost (1400+1600+2000) = 25000 is the actual cost. So, the savings will be 60000-25000= 35000.
Explanation:

QUESTION 116
A project is ready to deliver the first batch of the product when a quality control check rejects the product as unfit for delivery. The root cause analysis (RCA) shows that a component added as part of the latest change request was not tested throughout the development cycle.
What should the project manager do next?

A. Review the change control process to ensure quality management artifacts are updated as part of the change.

B. Review the quality management process and perform a process audit as part of ongoing quality assurance.

C. Review the communications management plan to ensure change requests are communicated to the affected team members.

D. Review the quality management process with the project management office (PMO) to ensure compliance with best practices.

Correct Answer: B
Section:

QUESTION 117
A project manager has been assigned with initiating a large project to deliver complex equipment.
Part of the project will be the result of a long research process, but once this is completed, the other part of the project must be incrementally delivered to the customer.
Which approach should the project manager choose for this project?

A. Adaptive

B. Hybrid

C. Predictive

D. Agile

Correct Answer: B
Section:

QUESTION 118
A project team strongly encourages the project manager to purchase an application that will significantly reduce work time. Without the application, the deadline might be missed. However, the purchase will impact the project cost. The sponsor would like to explore a less expensive application that will save the team's time.
What should the project manager do?

A. Raise a change request.

B. Create a decision tree.

C. Purchase the application.

D. Analyze assumptions and constraints.

Correct Answer: D
Section:

QUESTION 119
A project manager is leading an engineering project. The project manager must obtain some certifications before mass production, which is scheduled in 3 months. The certification process will require at least 6 months.
What should the project manager do next?

A. Discuss extending the mass production timeline by 3 months with the project sponsor.

B. Assess and evaluate the certification process and understand the best and worst case scenarios.

C. Engage a consultant to shorten the certification process to meet the schedule requirement.

D. Meet with senior management to discuss the possibility of an extension to the project timeline.

Correct Answer: B
Section:

QUESTION 120
In the middle of the execution phase for a big project, a new stakeholder who was unfamiliar with the project joined the board of directors and is influencing the decisions made in the project. This change is impacting the project's progress.
What should the project manager do first?

A. Inform the client about the change.

B. Update the risk register with a new risk.

C. Present the project to the stakeholder.

D. Revise the project schedule.

Correct Answer: C
Section:
Explanation:
When a new stakeholder joins the board of directors and is impacting the project's progress, it's crucial for the project manager to ensure that the stakeholder is fully informed about the project, its objectives, and its current status. By presenting the project to the stakeholder, the project manager can ensure that the stakeholder is aware of the project's goals, timelines, and deliverables, and that they understand the impact that their decisions may have on the project.
This will help the project manager to manage the stakeholder's expectations and ensure that their influence on the project is aligned with the project's goals.
Explanation:

QUESTION 121
During an iteration review session, some product features are at risk of being canceled due to high operational costs when the product is launched into a production environment.
What type of analysis should the project lead have conducted to avoid this situation?

A. Benefits analysis

B. Risk analysis

C. Capacity analysis

D. Gap analysis

Correct Answer: A
Section:

QUESTION 122
A project to build a new energy plant was just completed. However, a few days before operation of the plant, the local community protested and closed access to the plant. They argue that an important natural reserve was impacted and prior consultation was not done by the project team.
What should the project manager verify first?

A. Stakeholder engagement plan

B. Cost-benefit analysis

C. Business case

D. Risk management plan

Correct Answer: A
Section:

QUESTION 123
An agile project started 6 months ago. Since the beginning of the project, there have been disagreements among team members regarding daily meetings since some of the team members are not available at the same time.
The project manager is convinced an agile team should be self-organizing, and that meeting times should be worked out by the team.
What should the project manager do?

A. Establish a team charter.

B. Recognize the team's contributions.

C. Assign a team leader.

D. Establish a project schedule.

Correct Answer: A
Section:

QUESTION 124
A team has been working for some time on a project with incremental deliveries. The project manager noticed that one of the team members is less engaged in team meetings, yet delivers promptly. While discussing the source of demotivation, the team member informed the project manager that this is due to a feeling of lack of skills in dealing with new tasks.
How should the project manager address the issue?

A. Replace the team member with a resource from another team who already has the requisite training and skills needed.
B. Review which tasks the team member would feel more motivated to work on, then assign those tasks to the team member.
C. Discuss growth and development needs with the team member and provide learning opportunities accordingly.
D. Create a self-paced learning plan with the team member during working hours, with checkpoints on learning progress.

Correct Answer: C
Section:

QUESTION 125
In a hybrid project, the customer has issued a contract that specifies the deliverables for each quarter. The customer wants to show their stakeholders a tangible outcome in the first quarter and wants to move the second milestone to the first quarter. The project manager explains to the customer that it is not feasible unless the requirements for the second milestone are changed.
Which two actions should the project manager take? (Choose two.)

A. Ask the customer for their priorities regarding the requirements for the second milestone.
B. Escalate the issue to upper management to resolve the problem, and suggest a plan.
C. Convince the customer to leave the second milestone in place and not change it.
D. Tell the customer that moving the milestone has a very high impact on the cost of the project.
E. Go back to the development team and discuss which second milestone requirements can be performed in the first quarter.

Correct Answer: A, E
Section:
Explanation:
The project manager should first ask the customer for their priorities regarding the requirements for the second milestone in order to understand the reasons behind the customer's request and how it aligns with their overall project goals.
This can help the project manager to identify which requirements are most important to the customer and which ones can be delayed or modified.
The project manager should also go back to the development team and discuss which second milestone requirements can be performed in the first quarter. The team may be able to identify which requirements can be accelerated or modified to meet the customer's desired outcome in the first quarter. This can help the project manager to develop a plan that meets the customer's needs while minimizing the impact on the overall project schedule and cost.
Explanation:

QUESTION 126
A project team is conducting sprint planning. At the end of the sprint, the product increment must be deployed on a customer's site. The product owner received an email from the account manager that the customer may not be ready to install the new version of the product.
What should the project manager do?

A. Ask the sales team to inform the customer.
B. Contact the customer's project manager.
C. Ask the product owner to inform the customer.

D. Contact the customer's technical lead.

Correct Answer: B
Section:

QUESTION 127
A project development team is located in different areas around the world. Last week, a very important release was delayed because one of the developers did not respond on time to an email that was sent to everyone. The developer seems to have missed reading the email.
What should the project manager do to avoid these situations?

A. Review the stakeholder engagement plan.
B. Review the resource management plan.
C. Review the risk management plan.
D. Review the communications management plan.

Correct Answer: D
Section:

QUESTION 128
During a sprint, one of the team members found an issue. According to the team member and the product owner, the issue has a higher level of importance than the other features of the sprint, but is not a roadblock to completing it.
What should the project lead ask the project team do?

A. Avoid the temptation to make any changes and address the issue in the next sprint.
B. Submit the issue to the change control board (CCB) to evaluate and formally approve a plan to address it.
C. Address this issue only as it has a higher priority than the remaining features of the same sprint.
D. Follow the sprint plan by delivering the features established for the sprint and prioritize the issue in the backlog.

Correct Answer: D
Section:

QUESTION 129
An external project manager is managing the construction of new corporate offices for a large company. The project management plan states that it is necessary to contract a highly trained external resource to revise and validate an important project component. The client has rejected hiring the external resource because of the high cost, even though it is within the project budget.
What should the project manager do to resolve this issue?

A. Try to accomplish the task internally by leveling resources from other projects.
B. Ask the client for a meeting and explain that the task will not be performed.
C. Evaluate the consequences and meet with the client to explain the possible scenarios.
D. Hire the resource in order to achieve the project objectives.

Correct Answer: C
Section:

QUESTION 130
The project team is experiencing schedule delays due to issues arising with suppliers. Some of the tasks are on the critical path.
What should the project manager do in this situation?

A. Discuss the critical path issues with the purchasing department.

B. Review the critical path with the stakeholders to define next steps.

C. Review the work breakdown structure (WBS) with the suppliers.

D. Escalate the supplier-related issues to the sponsor for resolution.

Correct Answer: A
Section:

QUESTION 131
In a daily standup meeting, a project manager notices that a team member's reports include incomplete tasks with no impediments. A colleague informs the project manager that this team member is experiencing a personal issue.
What should the project manager do?

A. Ask the human resources (HR) manager to speak with this team member.

B. Coach the team member on how to keep work and personal issues separate.

C. Reallocate this team member's tasks to others for the immediate future.

D. Understand the team member's personal issue and offer them support.

Correct Answer: D
Section:

QUESTION 132
During sprint planning, the product owner wants to prioritize items with high business value.
However, the project team is concerned about technical debt and infrastructure dependencies to deliver the expected value.
How should the project manager handle this issue?

A. Support a voting exercise so all team members can express their opinion and the reason behind their vote.

B. Support the project sponsor so the decision is made top-down and the team follows the provided direction.

C. Support the product owner so only items with high business value are included in the next sprint.

D. Support the project team so technical debt and infrastructure dependencies are included in the next sprint.

Correct Answer: A
Section:

QUESTION 133
In a project, one team member has been asking for directions and what actions to take on many tasks. As a result, the team member has performed slowly in project delivery.
What should the project manager do to help this team member?

A. Assign another senior team member to coach the team member.

B. Address the team member's performance accordingly.

C. Empower the team member to make decisions.

D. Mentor the team member on a regular basis.

Correct Answer: A
Section:

QUESTION 134

A project manager has noticed that a critical team member is consistently arguing with a client.
This has started to have a negative effect on the meetings.
How should the project manager address this?

A. Talk to the client privately to highlight the situation.

B. Explain the impact of the scenario to the project team member.

C. Remove the project team member from all future meetings.

D. Recommend a performance improvement plan to the project team member.

Correct Answer: B
Section:

QUESTION 135
A company plans to initiate a project involving a new technology. Approval for the project is required.
What should the project manager do?

A. Review the cost and schedule baselines for execution.

B. Define change management for the new technology.

C. Identify the risks in implementing the new technology.

D. Analyze the cost and identify the project benefits.

Correct Answer: D
Section:

QUESTION 136
A project manager is performing the role of scrum master for a team of developers. There is a conflict among the developers, generated by differences in how a feature can be delivered. The project manager organized a few spikes to resolve this conflict.
What should the project manager do next?

A. Organize a multivoting event to achieve consensus of the whole team.

B. Allow the team to decide on their own which option should be implemented.

C. Organize more spike events until consensus of the team is reached.

D. Ask the project sponsor to decide which option should be implemented.

Correct Answer: B
Section:

QUESTION 137
In the middle of a software development project, the lead design programmer accepted an offer from a competitor. The project manager needs to find a replacement to meet an upcoming milestone.
What should the project manager do?

A. Consult the risk response plan.

B. Update the resource calendar.

C. Issue a request to the change control board (CCB).

D. Assign the tasks to another team member.

Correct Answer: B

Section:

QUESTION 138
A project manager notices a conflict in the team on both technical and interpersonal levels during the execution phase of a project.
What should the project manager do?

A. Hold a team meeting to understand and address the conflict.
B. Schedule a monthly meeting to handle all project conflicts.
C. Address the conflicts during the lessons learned session.
D. Hire an external consultant to lead an organizational intervention.

Correct Answer: A
Section:

QUESTION 139
In an agile project, the team decided to have a rotating group of facilitators for the daily scrum.
Overall, most of the facilitators have grown and done well in this role; however, a few of them tend to run inefficient daily scrums.
What should the project manager do next?

A. Praise the team for self-organizing and growing, then work one-on-one with the facilitators, as needed.
B. Return to using the scrum master as the facilitator for the daily scrums now that the trial period is over.
C. Ask the facilitators who are doing well to continue and recommend that the others stop facilitating.
D. Retrain all team members on daily scrum facilitation to ensure there is consistency in the approach.

Correct Answer: A
Section:

QUESTION 140
A project manager discovers that the project team is spending a large amount of time delivering several reporting formats for the same project updates to multiple stakeholders.
What should the project manager do to reduce the time spent on these activities?

A. Update the communications management plan to remove less influential stakeholders.
B. Delegate all of the stakeholder communications activities to a project team member.
C. Segment the types of communications to be delivered to different stakeholders.
D. Hold biweekly status meetings to deliver information to all stakeholders at once.

Correct Answer: C
Section:

QUESTION 141
A project manager has been transferred to another country to work on a key project. The project manager successfully completed the planning phase and has started the execution phase, reporting good progress. During the last meeting with the project sponsor, the project manager was told that some stakeholders have complained that the project manager's emails are very harsh.
What should the project manager do to solve this situation?

A. Determine the level of influence of the stakeholders who are complaining.
B. Change the communication mode from emails to meetings to reduce stakeholders complaints.
C. Adjust the communications management plan to gain stakeholder trust.

D. Explain to the sponsor that the communication model being used is from company headquarters.

Correct Answer: C
Section:

QUESTION 142
When trying to track project benefits, a project manager realizes that some key performance indicators (KPIs) are not yet defined.
What should the project manager do?

A. Forward the issue to the benefit owner and ask them to collect the missing data and build the KPIs.
B. Coordinate with the benefit owner to track and collect the missing data and build the KPIs.
C. Work with the business analysts to track and collect the missing data and build the KPIs.
D. Ask the program manager to track and collect the missing data and work to build the KPIs.

Correct Answer: B
Section:

QUESTION 143
A project manager is assigned to work on a complex and innovative project. The technology being used and developed is new and complicated, and most of the stakeholders are unfamiliar with it.
Which approach should the project manager use as a servant leader?

A. Escalate the issue with upper management to find a novel solution for this situation.
B. Contact the project sponsor to get those stakeholders removed from the project.
C. Allocate resources to provide training about the new technology to the stakeholders.
D. Ask stakeholders to find and self-fund education about this new technology.

Correct Answer: C
Section:

QUESTION 144
A project is in the start-up phase of the project life cycle. The project team consists of 20 people from five different countries. The project team is scheduled to have quarterly face-to-face meetings. However, due to unforeseen circumstances, no face-to-face meetings can occur. The project manager is concerned that the team may not be able to fulfill their individual roles without face-to-face meetings.
What should the project manager do in this situation?

A. Utilize virtual teams for meetings and deliverables.
B. Use the contingency reserve and subcontract the work.
C. Review the risk register for this unforeseen circumstance.
D. Ask for an extension of time on the project deliverables.

Correct Answer: A
Section:
Explanation:
The project manager should first try to establish virtual teams for meetings and deliverables as an alternative to face-to-face meetings. This will ensure that the team can still communicate and collaborate effectively.
Explanation:

QUESTION 145
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. Email the latest status report to the key stakeholder.

B. Discuss communication needs with the key stakeholder.

C. Create a new communication artifact for the key stakeholder.

D. Share the meeting recordings with the key stakeholder.

Correct Answer: B
Section:

QUESTION 146
A customer reviewed the plan for a project with high uncertainty. The customer expressed concerned about the work requiring so many iterations with a risk of not reaching the mandatory delivery date.
Which approach should the project manager use in this situation?

A. Predictive approach

B. Kanban approach

C. Hybrid approach

D. Agile approach

Correct Answer: C
Section:

QUESTION 147
A project manager encounters a governance issue during the project execution phase. One of the team members complains about receiving assignments from multiple people and states they are not able to work effectively.
What should the project manager establish first in the project governance structure?

A. Clear project work breakdown structure (WBS) and timeline

B. Resource management and conflict resolution plan

C. Risk management and issues resolution plan

D. Clear responsible, accountable, consult, and inform (RACI) matrix

Correct Answer: D
Section:
Explanation:
The project manager should first establish a clear RACI matrix in the project governance structure. The RACI matrix defines the roles and responsibilities of each team member, outlining who is responsible for making decisions, who is accountable for the outcomes, who should be consulted, and who should be informed. This will help to ensure that there is a clear understanding of who is responsible for assigning tasks and managing work assignments. This will help to prevent confusion and conflicts among team members, and ensure that the team is able to work effectively.
Explanation:

QUESTION 148
A project manager has been asked to participate in the procurement process for a software application that allows customers to buy online e-learning courses.
The project manager will take over the project once the supplier has been sourced.
What should the project manager do before the project starts?

A. Ask the project sponsor to involve the legal department in the negotiation for the project agreement.

B. Notify the project sponsor that the project manager cannot be involved in the agreement negotiation process.

C. Inform the project sponsor that once the agreement has been signed, there cannot be any changes to the scope of the project.

D. Ensure that the requirements for the project are understood and that the objectives are verified before approval of an agreement.

Correct Answer: A
Section:

QUESTION 149
A company is about to start a complex research project. Due to the level of uncertainty, the project manager recommends the use of a hybrid approach; however, the organization only has experience with predictive projects.
How can the project manager strategize the use of a hybrid approach to the organization?

A. Submit a notification to the project team confirming they will be using a hybrid approach on the project.
B. Send a letter to the project management office (PMO) requesting to use a hybrid approach.
C. Create a project change request to execute the project using a hybrid approach.
D. Present the benefits of a hybrid approach to key stakeholders to get their support.

Correct Answer: D
Section:

QUESTION 150
During project implementation, one team finds out that a key project deliverable was not budgeted.
What should the project manager do first?

A. Escalate the issue to the project sponsor for resolution.
B. Hold the team accountable and ask for an immediate solution.
C. Meet with the team to discuss alternatives.
D. Remove the deliverable from the project scope.

Correct Answer: C
Section:

QUESTION 151
During the final stage of the launch for a new design, team members are having a conflict about some features of the design.
What should the project manager do?

A. Call a stakeholder meeting along with team members and seek consensus.
B. Ask stakeholders to reduce the scope in order to meet project deadlines.
C. Ask the project sponsor to make the decision about the design features.
D. Review the design with the team members and propose a new launch date.

Correct Answer: A
Section:

QUESTION 152
An agile team is developing a new content management system. Some of the team members are struggling to deliver certain features since they have never worked on this type of solution.
What should the project manager do?

A. Ask the team to read through all of the available system documents.
B. Encourage the team to hold a knowledge-sharing session in each iteration.
C. Encourage the team members to make changes directly in the system.
D. Replace the members with new members who understand the system.

Correct Answer: B
Section:

QUESTION 153
Key decision makers are meeting to define the objectives of a new database migration project.
There are many disagreements about scope and time lines among the leaders of various company departments.
How should the project manager impartially prioritize the requirements to be integrated?

A. Retain only requirements that result in profitable revenue growth.
B. Ensure the CEO selects the requirements from all department leaders.
C. Give each department a fixed budget that will cover ten requirements.
D. Rank the requirements with the highest benefit-cost ratio as more important.

Correct Answer: D
Section:

QUESTION 154
An agile team is required to address a technical, complex requirement that has no visual deliverable to show the customer.
What guidance should the product manager provide to improve the requirement development?

A. Reprioritize the product backlog by lowering the priority of the complex activity, so it will be worked on later in the project.
B. Allow the team to focus and complete the complex work because it will reduce the risk of finding issues later in the project.
C. Discuss this with the team and reprioritize the backlog to deliver maximum value by including a portion of the complex work.
D. Inform the customer that there will not be any deliverable due to the complexity involved in the requirement.

Correct Answer: C
Section:

QUESTION 155
A project manager is leading an electrical project that spans five towns. The project manager is informed by the team that one of the towns is not allowing the team to work there even though the town was included in stakeholder engagements before the start of the project.
What should the project manager do?

A. Engage with the town's authorities to discuss the reason for the change in commitment and agree on a solution.
B. Instruct the team to move to the next town and continue the project to avoid further delays.
C. Change the project scope and seek approval to exclude this town from the overall project.
D. Retrieve all minutes of stakeholder engagements and send to the town as a reminder of their commitment to the project.

Correct Answer: A
Section:

QUESTION 156
A government agency is developing a new connectivity policy. The assigned project manager is a famous economist with international recognition. The team is eager to work with the project manager, but feels intimidated.
The project manager realizes that a junior economist, whose tasks are behind schedule, is especially intimidated by the situation.
What should the project manager do first?

A. Consider organizing paired work sessions for the junior and senior economists.

B. Reassign some of the junior economist's tasks to other economists.

C. Evaluate the performance of the junior economist in the upcoming months.

D. Request to replace the junior economist with a more experienced economist.

Correct Answer: A
Section:

QUESTION 157
A project is halfway through its execution phase. The quality specifications for the project deliverables are formally accepted. However, a key stakeholder is dissatisfied, stating that the deliverables do not meet the quality specifications.
What should the project manager do in this situation?

A. Inform the project sponsor of the stakeholder's dissatisfaction.

B. Review the requirements traceability matrix and conduct inspections.

C. Document the issue in the issue log and send a report to management.

D. Notify the stakeholder that arbitration procedures will be followed.

Correct Answer: B
Section:

QUESTION 158
A team is finishing the third release to present to the stakeholder as part of a demonstration. The company that subcontracts the developers has communicated that there is a cash flow problem and the company will not be able to provide the same resources for the next iterations.
What should the project manager do next?

A. Analyze the impact against the release plan if the blocker is not addressed.

B. Create a risk register to track the risks and request additional budget.

C. Escalate the situation to the project sponsor for a possible resolution.

D. Work with the project owner to prioritize the product backlog.

Correct Answer: A
Section:

QUESTION 159
An organization is transitioning from a predictive to an agile approach.
What should the project manager do to ensure that the agile approaches will bring about significant change?

A. Obtain full management support

B. Identify the organization's key clients

C. Learn as much as possible about the organization

D. Conduct agile training for the team members

Correct Answer: D
Section:

QUESTION 160
A customer's technical lead discussed a new feature with the project manager. The project manager believes the new feature will boost performance significantly and adds it as a high- priority item in the sprint backlog. At the

end of the sprint, all of the planned stories were not completed because the new feature took more time.
What should the project manager do next?

A. Agree with the project team to modify and delete some of the stories in the current sprint backlog
B. Obtain approval from the project team and add the new story to the product backlog
C. Receive an agreement from the product owner and add the new story to the product backlog
D. Negotiate with the scrum master before adding the new story to the sprint backlog

Correct Answer: C
Section:

QUESTION 161
A project team is working on an agile software development project. The project manager is concerned that the virtual team may not be as effective as a colocated team at headquarters.
Which two actions should the project manager leverage to ensure the team is meeting performance expectations? (Choose two.)

A. Require a monthly individual status report
B. Hold daily virtual meetings to review progress
C. Utilize a web-based kanban board
D. Task functional managers to drive accountability
E. Implement time-keeping software for team members

Correct Answer: B, C
Section:

QUESTION 162
An organization is transitioning to an agile delivery approach. There is only one project that is being used as a pilot for the new approach. The project management office (PMO) manager has asked the project lead how communications with the project team and the stakeholders will be managed.
What should the project lead recommend?

A. Send weekly reports to the PMO, and use a kanban board for the product owner and the project team
B. Send the weekly report to the PMO and the product owner, and use a kanban board for the project team
C. Invite the PMO manager to the daily standup with the project team and product owner
D. Send weekly reports to all stakeholders, including the project team and the product owner

Correct Answer: A
Section:

QUESTION 163
An urgent meeting has been established with the project team to discuss the cause of some quality issues that are preventing delivery to the client. The product owner recommends a root cause analysis (RCA).
What should the project lead do?

A. Discuss the product owner's recommendations with the team and implement the agreed-on solutions
B. Allow the team to self-organize so one of the resources can lead the team to achieve consensus
C. Discuss the recommendations with the test manager and request better quality control
D. Facilitate the meeting so anyone can share their ideas and is heard during the session

Correct Answer: A

Section:

QUESTION 164
The project sponsor of a major initiative is consistently changing the prioritization of modular work packages. The team is used to three week sprints and is becoming increasingly frustrated with the daily changes in scope.
What should the project manager do?

A. Set up a meeting with the sponsor to explain the importance of keeping a strict sprint cycle.

B. Decrease the sprint cycle to the average reprioritization request by calculating it in days.

C. Set up a meeting with the project team and ask for their opinion on what to do.

D. Move to a Kanban strategy so that work can be reallocated more easily.

Correct Answer: A
Section:

QUESTION 165
A project manager has been assigned to an education project with the objective of training a workforce in application development. One of the deliverables is to provide internships to the best students in the customer's active projects.
However, the customer does not have enough projects in progress right now. The project manager decides to create several internal projects in order to ensure the internships.
Which three actions should the project manager take to fulfill this scenario without adding costs for the customer? (Choose three.)

A. Create a work breakdown structure (WBS) of the new scope with the internal projects.

B. Create a change request with the scope of the new internal projects.

C. Use the project's contingency budget.

D. Influence the client to initiate a new project.

E. Manage the quality of the delivery.

Correct Answer: A, D, E
Section:

QUESTION 166
A project is in the knowledge transfer phase, and a few subject matter experts (SMEs) went to the client site for knowledge transfer. The SMEs captured various process deviations without sharing with the project team.
How can the project manager ensure knowledge transfer across the team?

A. Ask the project team to run a deviation log review meeting with the client, highlighting that the project may not be able to go live as scheduled.

B. Ask the project team to facilitate a lessons learned session during the project closure phase to incorporate this issue.

C. Ask the project management office (PMO) to provide team members with real-time visibility for deviations and facilitate team members to resolve issues.

D. Ask the SMEs to share the knowledge transfer documents with all other members by placing the documents in the project management information system (PMIS).

Correct Answer: D
Section:

QUESTION 167
A project manager is assigned to a new marketing campaign. The sponsor gives the project manager an approved project management plan for review and explains the scope, business requirements, deliverables, and stakeholders. The project manager asks to see the project charter to gain a better understanding of the project. The sponsor says the project is small and simple so there is no need for a project charter.
What should the project manager do?

A. Develop the project charter and send it for approval.

B. Explain that a project charter is necessary to ensure agreement on scope and deliverables and to define the project manager's responsibilities.

C. Speak with peers about the need for a project charter.

D. Agree that the project does not require a project charter, especially since the deliverables and milestones are included in the project management plan.

Correct Answer: B
Section:

QUESTION 168
A large multi-year project requires highly skilled staff for successful deployment. The management team and the project sponsor have analyzed the resource requirements and agreed to have permanent staff hired for the project to avoid potential budget overrun. However, there is a risk of staff turnover during the course of the project, which may have an impact on the delivery.
Which two actions should the project manager take to mitigate this risk? (Choose two.)

A. Meet with management to discuss dividing the project into smaller projects.

B. Convince senior management to hire third-party staff.

C. Enhance the competencies of the project team through training, mentoring, and coaching.

D. Increase the trained staff to create back-up for resources.

E. Introduce a recognition program to motivate and reward resource performance.

Correct Answer: C, E
Section:

QUESTION 169
A project team with members from many different countries is struggling to cooperate. The project manager accepted these difficulties during the storming phase of team development, but the team has not moved to the next phase. The project is beginning to fall behind schedule.
What can the project manager do to move the team to the norming phase?

A. Plan social activities to help foster stronger interpersonal relationships and identify shared goals.

B. Figure out who is behind the issues and apply progressive disciplinary techniques.

C. Speak with the project sponsor about changing the team composition.

D. Show the team the schedule impact of their communication issues and encourage them to put their differences aside.

Correct Answer: A
Section:

QUESTION 170
In a software development project, the product owner and development team agree on a sprint backlog. The highest priority in the backlog is to build a payment module. The team worked on the module during the first half of the sprint, but now two developers want to spend the rest of the sprint focusing on refactoring another feature that might create issues in the future.
What should the project manager do?

A. Let the developers focus on the refactoring work and discuss it in the retrospective.

B. Restate to the developers the importance of focusing and meeting the sprint goal.

C. Escalate the issue to the developers' functional managers.

D. Praise the developers for their proactivity and focus on quality.

Correct Answer: B
Section:

QUESTION 171
From previous lessons learned working with a client, a project manager notes that the client's turn-around times on documents sent for approval were very slow and well outside of the agreed timelines.
At the initial kick-off meeting with the same client, how should the project manager approach this issue for the new project?

A. Update the project risk register with the potential for delays.

B. Inform the client that extra resources will be added to give the client more time for reviews.

C. Work with the client on an acceptable amount of time for document approval.

D. Inform the client of their responsibility in relation to document approval.

Correct Answer: C
Section:

QUESTION 172
During an ongoing project, a key resource asks the project manager about the project purpose and if it is aligned with the organization's strategy.
What should the project manager share with the key resource?

A. The updated project management plan

B. The updated benefits management plan

C. The updated communications management plan

D. The updated scope management plan

Correct Answer: B
Section:

QUESTION 173
After completion of a project with specific users in various countries, the project manager's supervisor asks if the project users are satisfied with the way the project was run.
What two actions should the project manager take? (Choose two.)

A. Send a questionnaire to the project participants and seek their feedback.

B. Refer to the communications management plan.

C. Obtain official approval on the new process from the various countries.

D. Prepare the lessons learned from the project phase.

E. Deliver the project materials to the users and see if they have any comments.

Correct Answer: A, B
Section:

QUESTION 174
A project manager joins a team that is providing a customized enterprise resource planning (ERP) system to a client. A potential design problem is identified by the development team. After reviewing this issue with the project owner and team members, all agreed to revise the design to avoid a system defect when deployed. The design is already approved.
What should be the project manager's next steps?

A. Make a change request and get formal approval from the project owner.

B. Inform the client of the problem and follow the change request process.

C. Conduct a proof of concept to make sure there are no problems in the revised design.

D. Amend the design specifications and pass them to the development team for reprogramming.

Correct Answer: C
Section:

QUESTION 175
During the execution of a project, the finance team identified that they were not involved in building the business case for the project and will not approve the estimated return on investment (ROI).
What should the project manager do?

A. Revisit the communications management plan and make necessary adjustments.

B. Revisit the scope management plan and note this as a risk.

C. Continue developing based on the project management plan and address the issue post delivery.

D. Schedule a meeting with the product owner and finance team to agree on course corrections.

Correct Answer: D
Section:
Explanation:
The business case is presented in the project charter. The communications plan is developed after the charter, so revisiting it won't have any impact on the root cause of this issue. You would want to meet with them and get their input, which is the root cause.
Explanation:

QUESTION 176
After the project charter's approval, the project manager needs to work on detailed project requirements, constraints, and assumptions with stakeholders.
However, not all of the stakeholders are immediately available for a meeting in the short term.
What should the project manager do in order to gather the information needed from stakeholders?

A. Conduct a meeting to build the project management plan with the stakeholders who are available.

B. Email, call, or meet with each stakeholder separately to obtain their input.

C. Escalate to the project sponsor that not all stakeholders are available for a meeting.

D. Meet with the project management team to build the project management plan before consulting stakeholders.

Correct Answer: B
Section:

QUESTION 177
A project manager has been selected to deliver one of an organization's key flagship solutions.
Critical success factors include agility, market adaptation, and a quick response to market offerings.
What is one of the key activities that the project manager should undertake to ensure company success?

A. Request more funding from the project sponsor to hire additional skilled resources and to incorporate additional quality in the project delivery approach and outcome.

B. Review the project objectives with the project sponsor to agree on more realistic and achievable project plans and deliverables.

C. Create a business case after performing a market review, and then submit it to the sponsor to modify the project deliverable to meet the newly defined objectives.

D. Conduct periodical reviews of the project plans, objectives, and deliverables to ensure all relevant data are captured to continue making informed project decisions.

Correct Answer: D
Section:

QUESTION 178
During the implementation of a project, the project team discovered a new opportunity. After an internal review, the project team agreed that the opportunity is outside of the project scope. The project manager decided to update the risk register and escalate the opportunity to a higher level.

What should the project manager do next with this opportunity?

A. No more action is required.

B. Share this opportunity with another project.

C. Further monitor the opportunity.

D. Establish a contingency reserve to support the opportunity.

Correct Answer: A
Section:

QUESTION 179
During a project's third iteration, two of the existing team members were replaced. As the project entered the next iteration, the team velocity dropped and the performance started to slip.
What should the project manager do?

A. Guide the team to revert back to the forming and storming stages.

B. Discuss the decrease in productivity with human resources (HR).

C. Convene a team building event to address key performance indicators (KPIs).

D. Escalate the issue to the project sponsor.

Correct Answer: A
Section:

QUESTION 180
While managing a project, the project manager has just noticed that the last several monthly invoices have been challenged by the client when they were clearly defined. The actual invoice payments received have also been late and were outside of the contracted payment schedule.
Recent invoices have only been partially paid.
What should the project manager do?

A. Review past projects for payment-related lessons learned.

B. Add nonpayment to the issue log and keep tracking payments.

C. Conduct a meeting with the project team to update the procurement management plan.

D. Hold a meeting with the client to address the issue.

Correct Answer: D
Section:

QUESTION 181
During a retrospective review, many project team members say they are not completing tasks during the iterations because of interruptions and requests for help from other teams.
As a team facilitator, what should the project manager do to avoid this?

A. Reunite with the project team members affected and tell them not to reduce the team's capacity.

B. Hire a coach to help all project teams to improve their abilities to solve problems on their own.

C. Recommend to the project team members that they should improve their planning and make their stories smaller.

D. Identify the problem's root causes and define the ground rules with all project team members to minimize interferences.

Correct Answer: D
Section:

QUESTION 182
A new project manager was assigned to a project during implementation. The project manager realized that new tax policies are creating a risk for a cost overrun by 25%. The project manager updated the risk register and kept the project running as normal. The CEO has announced that the project could be cancelled since the acceptable cost overrun is only 20%. The project manager was quite surprised as this was new information.
What should the project manager have done to avoid this?

A. Implemented the communications management plan properly.
B. Implemented the stakeholder engagement plan correctly.
C. Provided a proper risk response.
D. Ensured the risk tolerance of the company was properly updated.

Correct Answer: D
Section:

QUESTION 183
A company that is heavily focused on delivering projects using predictive approaches on-boards a new project manager who uses hybrid approaches. The scope of the project contains a number of unclear requirements.
How should the project manager plan the delivery of the project?

A. Ignore the unclear requirements and focus on the delivery plan of the project.
B. Wait for the requirements to be more clear before any further action is taken on the project.
C. Break down the requirements and prioritize the requirements into iterative work packages.
D. Escalate the issue of unclear requirements to the management team and wait for final authorization.

Correct Answer: C
Section:

QUESTION 184
A company is changing their current business model. The change requires implementing a complex project using multiple agile teams.
What three options should the project manager have the testing team adopt as testing mechanisms? (Choose three.)

A. Story testing
B. Tests based on behavior and test-driven development
C. Independent personal testing
D. Security and performance testing
E. An experimental approach to cover all possible choices

Correct Answer: A, B, D
Section:

QUESTION 185
A new resource has joined an iterative project team. The project manager notices that the resource is unable to complete the deliverables on time.
How should the project manager address this situation?

A. Discuss options to improve performance with the resource manager.
B. Provide performance feedback as part of the retrospective ceremony.
C. Address the lack of performance by coaching the new team member.
D. Request a more efficient replacement resource from the project sponsor.

Correct Answer: C
Section:

QUESTION 186
A large corporation is transforming itself from a predictive to agile approach. A project team with knowledge of agile practices is experiencing significant conflicts with the executives regarding the processes to be followed.
How should these conflicts be resolved?

A. Train the executives on agile practices.

B. Include the executives in team retrospectives.

C. Negotiate with the executives and agree on a process.

D. Request that the executives use agile practices.

Correct Answer: A
Section:

QUESTION 187
A transportation company is transforming its operational processes and the main system this company uses to move freight. The scope statement is in place. An iterative delivery approach has been agreed by all stakeholders.
What does the project manager need to do next to help the team understand the work that needs to be done?

A. Create the requirements management plan to outline how project requirements will be collected, analyzed, and documented, and then assign requirements to team members.

B. Work with the team to decompose the scope into a WBS and work packages in order to create required deliverables and timelines.

C. Start working on the project management plan with work packages, a detailed schedule, and work assignments for team members.

D. Work directly with stakeholders on the work breakdown structure (WBS) and assign tasks with a required timeline for each team member to start the work.

Correct Answer: B
Section:
Explanation:
Since the scope is available, decomposing the scope by working along with the team is the best way to help them understand their work.
Explanation:

QUESTION 188
After a project has been approved, a key stakeholder tells the project manager that the current project management strategy is not well defined. The project manager is also informed that the key stakeholder does not want to hold a working session.
What should the project manager do first?

A. Share the project documents and invite the key stakeholder to discuss any concerns.

B. Invite the key stakeholder to the project's change control board (CCB) to discuss adjustment of the project strategy.

C. Ask the project sponsor to exert authority on the key stakeholder in order to maintain the approved timeline.

D. Proceed with a working session for teams that do not belong to that key stakeholder.

Correct Answer: A
Section:

QUESTION 189
A senior business stakeholder with many years of experience is pressuring an agile team to deliver most of the promised functionality to the customer 18 months in the future as opposed to multiple, incremental deliveries over the course of the 18 months.
What should the project lead do next?

A. Work with the agile team to schedule the incremental deliveries to enable delivery of business value sooner to the customer.

B. Work with the stakeholder to understand what the concerns are while, at the same time, conveying the benefits of incremental deliveries.

C. Schedule meetings with the customer to determine their ability to support multiple incremental deliveries.

D. Provide details of the concern to the agile team and adjust their goals and release plans to conform to the stakeholder's request.

Correct Answer: B
Section:

QUESTION 190
A new project manager is assigned to lead an agile project. The project manager wants to use motivation to encourage the team to perform well throughout the project.
What should the project manager do?

A. Implement a reward system aimed to keep the team engaged and motivated.

B. Find another method to increase the team's performance.

C. Use the management reserves to fund some team-building activities.

D. Inflate project estimates to provide a financial buffer for team activities.

Correct Answer: A
Section:

QUESTION 191
A project manager is leading a project that is in an advanced stage. All high-level risks identified in the risk management plan have been resolved or are no longer a risk for the project. Only low- level risks remain.
What should the project manager do now?

A. Reclassify low-level risks as high-level risks.

B. Notify stakeholders that all high-level risks have been resolved.

C. Reduce the priority of project risks as all remaining risks are low-level.

D. Reevaluate identified risks and update the risk register.

Correct Answer: D
Section:

QUESTION 192
A project manager is managing a hybrid project. After attending an iteration review, a stakeholder tells the project manager that they are very busy and asks why these reviews are held so frequently.
How should the project manager respond?

A. Record the issue in the issue log and escalate the conflict to the project sponsor for assistance.

B. Explain to the stakeholder that the stakeholder engagement plan requires their attendance at all reviews.

C. Discuss with the stakeholder the benefits of the hybrid project and how frequent reviews lead to greater value and less rework.

D. Negotiate a reduced review attendance with the stakeholder and update the stakeholder engagement plan to reflect this reduced attendance.

Correct Answer: C
Section:

QUESTION 193
The product team is progressing with a prototyping approach to deliver a multiyear business initiative. A few user stories are taking longer to be delivered.
What should the project manager do?

A. Determine the risks and identify a resolution during the retrospective meeting.

B. Inform stakeholders about the delay during project updates.

C. Discover the gaps in the communications management plan and address them accordingly.

D. Determine cross-dependencies and plan a spike in the next sprint.

Correct Answer: A
Section:

QUESTION 194
A project manager has been managing a project for several months when an issue that had not been registered as a risk appeared. This issue may have a big impact on the project.
What should the project manager do?

A. Avoid managing the issue as it was not registered as a risk for the project and there is no planned response to it.

B. Hold a meeting with the project team and relevant stakeholders to agree on the best way to manage the issue.

C. Delay the project until the issue is addressed and no longer presents as a risk to the project.

D. Inform the sponsor that the issue has arisen and that the project's success may be uncertain.

Correct Answer: B
Section:

QUESTION 195
A research and development team is finishing up a two year initiative. The project manager is focused on the closing activities for the project.
Which activity should be considered as a priority?

A. Release the resources and plan for a project completion celebration.

B. Ensure that knowledge transfer activities are executed as planned.

C. Hold a steering committee meeting to inform them of the project completion.

D. Mark the product backlog completion status and update the communications management plan.

Correct Answer: B
Section:

QUESTION 196
An agile project team is looking to develop quality standards for a project.
How should the project manager coach the team?

A. Determine the tools and techniques suitable for the project and ensure that testing is done early and continuously.

B. Ensure that the definition of done (DoD) is provided when the product owner agrees that all acceptance criteria have been met for the user story.

C. Insist that test-driven development is implemented along with the automated testing.

D. Inform the team that user acceptance testing is required to ensure that the product owner accepts the solution.

Correct Answer: A
Section:

QUESTION 197
Due to delays on some activities, one of the project team members has increased the scope without any approval.

What should the project manager do next?

A. Remove the changes to match the original requirements.

B. Add team members to the project to avoid more schedule delays.

C. Update project documentation with the new scope.

D. Evaluate the impacts of the changes that were made to the project.

Correct Answer: D
Section:

QUESTION 198
A retail chain is evaluating a project to replace payment systems across all its stores in multiple locations. The project does not pass the financial threshold but is also expected to increase market share, improve customer services, and retain more customers. The project is planned as a phased implementation, building on learning from the retrospectives during each phase.
How should the business increase the value of the project?

A. Ask the benefits owner to reassess the identified risks that are impacting the outcomes of the financial benefits.

B. Use a fishbone diagram to find the root cause of the lower financial benefits with the benefits owner.

C. Consult with experts on methods to reduce costs and increase the financial value of the project.

D. Quantify the expected tangible and intangible benefits in the benefits management plan for each phase.

Correct Answer: D
Section:

QUESTION 199
During the implementation phase of a construction project, the customer asked a key subcontractor to deliver a work package ahead of time. The subcontractor was not prepared for it and asked the project manager for additional budget.
What should the project manager do first?

A. Update the risk register and project log, and manage the budget closely.

B. Revise the project scope accordingly to cope with the budget changes.

C. Submit a change request to accelerate the project as requested.

D. Ask upper management for more funds, and update the project budget.

Correct Answer: C
Section:

QUESTION 200
The following table shows the business value created and the development effort required to implement various features in a product.

Feature Name:	Business Value (units):	Development Effort (weeks):
A	6	2
B	10	4
C	4	4
D	8	8

Which feature should the team prioritize first? Enter the feature name in the box below. _____

A. A
B. B
C. C
D. D

Correct Answer: A
Section:

QUESTION 201
An agile project is running activities to define the minimum viable product (MVP). During the session, the project manager identifies some mandatory regulations, but there is no consensus to include these regulations in the MVP because it may extend the duration of the project.
What should the project manager do?

A. Ask the project sponsor to add more time to the project.
B. Get commitment from the team to include all of the required regulations.
C. Share with the participants the need to focus only on product functionality.
D. Train the team on the new regulations as requested by management.

Correct Answer: B
Section:

QUESTION 202
A project team has recently completed the initial sprint for developing an automated payroll system for a company. The project manager has scheduled a sprint planning meeting with the product owner and team members to discuss which features should be worked on next.
Which two pieces of information does the project manager need in order to make this meeting productive and effective? (Choose two.)

A. Company mission and vision
B. Sprint goal
C. Sprint charter
D. Product backlog
E. Burndown chart

Correct Answer: B, D
Section:

QUESTION 203
A project manager is responsible for building a bridge. The high-level elements of the project are handled using a predictive approach. The software responsible for retracting the bridge has been developed based on agile principles. During software development, the workflow is often interrupted by various delays or impediments due to lack of information.
How should the project manager handle this situation?

A. Increase retrospectives to deliver results fast.
B. Make work visible using Kanban boards.
C. Incorporate small batches of work into the project.
D. Apply lean manufacturing to limit the team's work.

Correct Answer: B
Section:

QUESTION 204
A project manager who is new to an organization observes that an approaching deadline is likely to be missed because there have been some delays on the project due to a lack of resources.
What should the project manager do next?

A. Review the risk management plan to identify the response strategy.

B. Escalate the issue to the sponsor and debrief them about the situation.

C. Review the milestone list to determine which tasks can be fast-tracked.

D. Organize a team meeting to discuss the next course of action.

Correct Answer: D
Section:

QUESTION 205
A project manager is tracking a project, but a key stakeholder will not accept the project's key performance indicator (KPI) results.
Which tool or technique should the project manager use?

A. Change control tools

B. Expert judgment

C. Autocratic decision making

D. Context diagram

Correct Answer: A
Section:

QUESTION 206
A project manager for a strategic initiative realizes a new stakeholder is interested in the project and wants to ensure the stakeholder is fully aware of the goals, objectives, benefits, and risks of the project.
What should the project manager do to enhance the success of the project?

A. Schedule a meeting with the new stakeholder.

B. Share the project status reports with the new stakeholder.

C. Update the stakeholder engagement plan.

D. Add the new stakeholder to the communications management plan.

Correct Answer: A
Section:

QUESTION 207
During the course of the project, several obstacles are identified that are preventing the project from moving forward.
What should the project manager do to remove the obstacles?

A. Have the project team work on other activities

B. Implement plans to remove the obstacles

C. Escalate to the project steering committee

D. Prioritize the obstacles for resolution

Correct Answer: D
Section:

QUESTION 208
The project is delayed due to the high amount of major changes requested by different stakeholders at different stages of the project. If the project continues on the same path, it will consume twice the time and budget planned.
What two actions can the project manager take to be more cost effective? (Choose two.)

A. Conduct a stakeholder analysis

B. Reinforce team communication.

C. Update the project management plan with the new timeline

D. Adopt an incremental approach

E. Leverage work between team members

Correct Answer: A, D
Section:

QUESTION 209
A project manager is working with a Scrum team that is continually missing deadlines. The steering committee is concerned about the project as it is not clear that it will deliver the expected value. After some analysis, the project manager discovers there is a mismatch of competencies in one of the teams.
What should the project manager do?

A. Emphasize to the teams the importance of meeting the agreed deadlines

B. Provide appropriate training to compensate for the mismatch

C. Update the project schedule to reflect the delay

D. Accept the risk of the project missing deadlines due to the mismatch

Correct Answer: B
Section:
Explanation:
Improve the skill, avoid further deadline missing, deliver values on time, delight the committee.
Explanation:

QUESTION 210
The steering committee has asked a project manager experienced in agile to provide an indication of the time remaining on a medium-sized project.
What tools can be used to provide this information?

A. A release burndown chart

B. Analysis of the business requirements document

C. Story points for the remaining user stories

D. Surrogate measurements

Correct Answer: A
Section:

QUESTION 211
A team is ready to start working on a project with a customer who was very difficult to work with in the past because the customer was unable to describe exactly what they wanted.
What approach should the project manager take to remove this impediment?

A. Follow a predictive approach in order to obtain formal acceptance of each deliverable

B. Work with the product owner to define the minimum viable product(s)

C. Reinforce the negotiation and soft skills of the team through training

D. Develop and monitor a plan with due dates to reduce the time of completing the product

Correct Answer: B
Section:

QUESTION 212
A vendor supplying a piece of specialized equipment for a project has reported the potential for a delivery delay due to a technical issue with the sub-supplier. To stay on schedule, the vendor proposed replacing the sub-supplier's component with a similar part that is different from the one that is stipulated in the project specifications.
What should the project manager do next?

A. Accept the proposed replacement in order to keep procurement activities on track

B. Insist on using the component per the project specifications and air freight the equipment to mitigate the delay

C. Instruct the vendor to use the part that is compliant with the project specifications and update the schedule

D. Consult with a subject matter expert (SME) to see if the proposed change is acceptable

Correct Answer: D
Section:

QUESTION 213
At the end of a meeting, a functional manager takes the project manager aside to raise some concerns on behalf of a project team member who is unclear about their role and responsibilities for the project.
What should the project manager do in this situation?

A. Develop a work plan for the project team member with the help of the resource manager

B. Advise the functional manager and the project team member to review the resource management plan

C. Tell the functional manager and the project team member to review the project charter

D. Ask the functional manager to create a specific responsible, accountable, consult, and inform (RACI) chart for the team member

Correct Answer: B
Section:

QUESTION 214
A project manager is struggling to figure out the performance of the project teams in an agile environment. For the same scope of work, team A has calculated 100 story points and team B has calculated 125 story points.
Which team is performing better?

A. Team A as they have calculated fewer story points than team B

B. Team B as they have calculated more story points than team A

C. The team that completes the most stones selected from the sprint backlog

D. The team with the least amount of defects in their deliverables

Correct Answer: D
Section:

QUESTION 215

During the implementation stage of a project, a newly appointed team leader approaches the project manager to verify the team's tasks and schedule. The work did not go as planned due to the team leader's lack of management experience. This could cause delays for the project.

What should the project manager do?

A. Ask the human resources director to appoint a senior team leader

B. Inform the project sponsor about the possible delay

C. Directly manage the project team to avoid project delays

D. Provide mentoring to the newly appointed team leader

Correct Answer: D
Section:

QUESTION 216
A project for Company A was successfully delivered within scope, schedule, and budget by the end of the last iteration. However, during the project celebration ceremony, one of the business stakeholders says they perceive the project as a failure as it did not add any business value.

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

A. Involved the business stakeholders in the sprint review

B. Defined product backlog priorities with the sponsor and key stakeholders to deliver business benefits

C. Implemented a closing survey for key stakeholders

D. Confirmed that there is a communications management plan in place to make business stakeholders aware of the success

Correct Answer: B
Section:
Explanation:
Defining product backlog priorities with the sponsor and key stakeholders to deliver business benefits is an important step to ensure that the project is aligned with the business's needs and objectives, and that it delivers the expected value.
Explanation:

QUESTION 217
A project manager meets with external stakeholders to explain the objectives and outline expectations for a new project. A key stakeholder appears to support the project, with the condition that other unrelated projects will receive financial support. Due to cultural sensitivities, the project manager is reluctant to be direct with the key stakeholder on this matter. The project cannot proceed without the support of this stakeholder.

What should the project manager do?

A. Proceed with the project without allowing scope creep to occur

B. Use the contingency funds to provide support for the requested projects

C. Cancel the project since the stakeholder's request is out of scope

D. Inform the sponsor and document the request in the stakeholder engagement plan

Correct Answer: D
Section:

QUESTION 218
A key stakeholder for a construction project has been spending a lot of time at the site and interrupting the team's efforts.

What should the project manager do in this situation?

A. Work to understand the key stakeholder's concerns and provide feedback in regular project status reports

B. Arrange an ad hoc meeting to address the key stakeholder's concerns with team members
C. Reinforce with the key stakeholder that the project is performing on schedule
D. Escalate the situation to the project sponsor because the key stakeholder's behavior is impacting progress

Correct Answer: A
Section:

QUESTION 219
A stakeholder on a project has a reputation for being easily angered and unreasonably difficult on projects. The project manager would like to minimize the impact of the stakeholder's behavior on the development team.
What training should the project manager choose for their team to help with this situation?

A. Communication training
B. Negotiation training
C. Emotional intelligence training
D. Agile training

Correct Answer: C
Section:

QUESTION 220
A company is using a predictive approach for the development of a particular component as defined in the scope management plan. Due to regularly changing regulatory requirements, the development team has requested to utilize agile approaches.
What should the project manager do about the development team's request?

A. Escalate the request for additional financial resources
B. Forward the request to the project management office (PMO) to amend the organizational process assets
C. Ask the project sponsor to obtain approval for implementation of the new approach
D. Analyze the requirements that will need to be addressed under the requested method

Correct Answer: D
Section:
Explanation:
The project manager should analyze the requirements that will need to be addressed under the requested method, which is Agile approach, and evaluate the impact on the project schedule, cost and quality. This will help to understand how the change in approach will affect the project and the stakeholders. The project manager should also evaluate if the agile approach is the best fit for the project and the organization.
Explanation:

QUESTION 221
During a daily standup meeting, a roadblock was raised that is preventing one of the team members from proceeding with work. The project manager figures out that it is due to a technical issue.
What should the project manager do to prioritize this critical impediment?

A. Solve the issue for the team member.
B. Perform a brainstorming session to address the issue and add the solution to the sprint.
C. Escalate the issue to the software vendor for technical resolution.
D. Coach the team to come up with their own solution and add it to the next sprint.

Correct Answer: B
Section:

QUESTION 222

A project is being executed. The project's life cycle is defined as predictive; however, a major deliverable will be handed over incrementally to the customer. The assigned resources are experienced and reliable and are willing to make decisions that the project manager used to make after each incremental delivery on other projects.

What should the project manager do?

A. Schedule a steering committee meeting and obtain their approval on the request

B. Support the decisions of the team and transfer the decision making responsibility to them

C. Inform the team that although this is a hybrid environment, the project manager must still be responsible for making decisions

D. Consult the product owner about letting the resources make decisions

Correct Answer: B
Section:

QUESTION 223

After reviewing the project management plan with key stakeholders, the project manager was told that an 18-month release plan was unacceptable and the product should launch in six months.
Based on the new timeline, what should the project manager do?

A. Plan for overtime, apply crashing and fast tracking, and share the risk of failure with project stakeholders

B. Review the project backlog looking for high-priority items and come up with a minimum viable product (MVP) that fits the expected timeline

C. Seek approval with the sponsor to triple the project budget, hiring more people to compensate for the compressed schedule

D. Go over the critical path with stakeholders, explaining why it is not possible to deliver all the scope in the expected timeline

Correct Answer: B
Section:

QUESTION 224

A research and development department is planning to develop a product that will introduce a new line of business for the organization.
What should the project manager do to increase the project's chances of success?

A. Plan a working session focusing on the scope, vision, and mission of the initiative

B. Start developing the project management plan based on a previous project template from the project management office (PMO)

C. Conduct benchmarking to determine the business viability of the initiative

D. Conduct an impact analysis of the new initiative to determine how the project should be rolled out

Correct Answer: A
Section:

QUESTION 225

The product owner decides to launch a product after a couple of releases, knowing that the minimum viable product (MVP) lacks some features. One of the key stakeholders, the marketing vice president, is not happy with the results and questioned the release decision.
What should the project manager do?

A. Support the product owner's decision and seek better alignment with this stakeholder in order to avoid this type of issue in the future

B. Coach the team on the decision-making process, assuming a risk-averse strategy towards product releasing

C. Assume the responsibility for product releases, making the final call on when something is ready for customer launch

D. Escalate the issue to the sponsor, questioning the authority of the key stakeholder regarding the product launch decision

Correct Answer: A
Section:

QUESTION 226
In the beginning of project execution, the project manager finds out that a key resource will be unavailable for two weeks, which could cause a delay to the schedule.
What should the project manager do first?

A. Assign the tasks to another resource, and ask the resource to work double shifts
B. Update the schedule to reflect the project's changes in duration
C. Ask human resources (HR) for a replacement, and update the risk register
D. Update the resource management plan and resource allocation chart accordingly

Correct Answer: D
Section:

QUESTION 227
The change control board (CCB) rejects a change request submitted by a subject matter expert (SME). The SME refuses to accept this rejection and does not want to continue the project without the change.
What should the project manager have done to avoid this situation?

A. Requested that the sponsor approved the change request first
B. Assessed the change's overall impact to the project before submission
C. Ensured that the change request was aligned with the project scope
D. Submitted the change request directly to the CCB

Correct Answer: B
Section:

QUESTION 228
A food company is developing a new product using a predictive approach, and the product is currently in the testing phase. Given the nature of the feedback of the tests, the project manager has decided to use an iterative approach. At the end of one of the iterations, a new regulation related to the product is enacted.
What should the project manager do next?

A. Make a change request regarding the project's scope to ensure compliance
B. Include an assessment to verify compliance in the next iteration
C. Conduct an iteration review to address the new regulation
D. Start the tests over, adapting the trials to the new regulation

Correct Answer: C
Section:

QUESTION 229
A project manager is managing an innovation project for a big corporation. The project manager is planning to use email as the main communication channel; however, the product owner prefers to use another approved communication tool instead of email.
What should the project manager do?

A. Contact the sponsor to request direction regarding the communication tool to be used by the project team
B. Update the communications management plan based on the product owner's preferences and distribute to the team

C. Suggest to the team to start using the communication tool suggested by the product owner

D. Request the product owner to use email because using another tool will increase the workload

Correct Answer: B
Section:

QUESTION 230
The customer's project manager changes during the final stage of a project.
How can the project manager avoid a project closure delay?

A. Update the stakeholder engagement plan

B. Review the latest project status report and update the stakeholders

C. Escalate the case to the customer's management team

D. Issue the project payment invoice to the customer in advance

Correct Answer: A
Section:

QUESTION 231
In an industrial plant, the owner has decided to add more capacity to the plant by installing a new machine and updating the software used in production. This capacity enlargement will occur while the plant is still functioning and producing.
The software update will be accomplished using an agile approach in order to minimize risk. The machine procurement, installation, and integration will be accomplished using predictive approaches.
What types of communications will the project manager have to design into the schedule management plan to ensure the project will be on schedule?

A. Weekly colocated meetings with the relevant stakeholders

B. Biweekly conference calls with the relevant stakeholders

C. Weekly one-on-one meetings with each of the relevant stakeholders

D. Biweekly written status reports from the relevant stakeholders

Correct Answer: A
Section:

QUESTION 232
During the review of a project's list of deliverables, one of the stakeholders expressed concern that one of the requirements will not be addressed.
What should the project manager do?

A. Check the approved list of requirements to see if there are any missing items

B. Work with the stakeholder to improve the requirements' acceptance criteria

C. Review the requirements traceability matrix with the concerned stakeholder

D. Discuss with the stakeholder which additional requirements should be added

Correct Answer: C
Section:

QUESTION 233
During project execution, a conflict occurs between the project manager and one of the team members at every project team meeting. The ongoing conflict is preventing tasks and deliverables from being completed. The project manager contemplates changing their leadership style.
What should the project manager do?

A. Review the set of responsibilities with the team member
B. Avoid the team member to prevent further conflicts
C. Escalate the situation to the project sponsor
D. Review the personnel skill documents

Correct Answer: C
Section:

QUESTION 234
A newly formed team has become accustomed to agile practices. The project lead has noticed that while they are performing according to expectations, there is boredom with daily team practices among many of the team members.
What should the project lead do in this situation?

A. Challenge the team to find new ways to achieve higher levels of performance to improve the situation
B. Speak with individual team members to determine what they would like to do to improve the situation in the team
C. Have the team inform senior management of the situation and ask for recommendations
D. Allow the team to self-organize and have them analyze the situation in their retrospective session and self correct

Correct Answer: D
Section:

QUESTION 235
A company starts implementing Scrum. About halfway through the first sprint, communication issues develop. Some project team members are not in sync with other team members.
What is the cause for this communication gap?

A. The project sprint board has not been updated
B. Daily standup meetings were not held or enforced
C. The project status dashboard has not been updated
D. The communications management plan has not been developed

Correct Answer: B
Section:
Explanation:
In Scrum, a sprint is a time-boxed iteration of work during which a specific set of tasks is completed and delivered. During a sprint, daily standup meetings, also known as daily Scrums, are held to provide an opportunity for team members to communicate with each other and coordinate their work.
The purpose of daily standup meetings is to ensure that team members are aware of what each other is working on, identify any issues or obstacles that need to be addressed, and coordinate their efforts to ensure that the tasks for the sprint are completed on time. If daily standup meetings are not held or enforced, it can lead to a communication gap and a lack of coordination among team members, which can negatively impact the progress and success of the sprint.
Explanation:

QUESTION 236
During the course of a project, the project manager's immediate director is communicating directly with the client to approve changes without the project manager's knowledge. This is causing confusion in the project team where the scope is changing in the background, but only being mentioned in project meetings.
How should the project manager handle this?

A. Communicate directly with the director and inform them of the communications management plan

B. Communicate directly with the client stating that any scope changes must go through the project manager
C. Review the stakeholder engagement plan and put in place any existing actions accordingly
D. Discuss the issues with the project team and let them know that the project manager will handle scope changes

Correct Answer: A
Section:

QUESTION 237
A project sponsor commonly asks the project manager to skip project retrospectives due to time constraints. However, the project manager persists in running this critical ceremony by reducing the time for preparation and for discussion.
What are two issues that these actions by the project manager could cause? (Choose two.)

A. A lot of discussions that yield no results or possibly too many results

B. A lack of direction and motivation for the team in the workshop

C. Lessons learned from other teams to not be considered

D. Time management plan for the retrospective workshop to not be updated

E. A focus on the negative and a disinterest in further improvements

Correct Answer: A, C
Section:

QUESTION 238
A client is structured as a matrix organization for an agile project. The project manager is working on-site with key stakeholders from different parts of the organization.
How should the project manager handle the different stakeholders?

A. All stakeholders are important, so the project manager should follow directions provided by management and key stakeholders

B. Because there are different perspectives, perform a stakeholder analysis and act based on the outcome

C. The project manager is working on the client's premises, so follow the directions of all the key stakeholders

D. This is an agile project, so listen only to the directions of the project manager's supervisor and the functional managers of the organization

Correct Answer: B
Section:

QUESTION 239
A project manager is leading an in-house company project in its very early stages. This current project is similar to another project that ended a year ago.
What should the project manager do to analyze the involved stakeholders?

A. Lower the priority of stakeholder engagement as the stakeholders already have knowledge of this kind of project

B. Use lessons learned from the previous project as a guide for the current project's stakeholder register

C. Refer to the stakeholder register from the previous project as it was similar to the current project

D. Document in the risk register that the current project may have different stakeholders than the previous project

Correct Answer: B
Section:

QUESTION 240
A product owner presented the backlog to the team, and the team raised concerns over implementing some of the features due to various impediments.

What should the project manager suggest that the product owner do next?

A. Ensure that the impediments are captured and prioritized based upon the highest valued features
B. Estimate the financial impact of the impediments and request additional funding
C. Begin to remove the impediments, starting with the easiest ones first, to foster team accomplishment
D. Capture the impediments and inform management that their assistance is needed in resolving the impediments

Correct Answer: A
Section:

QUESTION 241
A company was awarded a project in a dangerous location that poses several high-level risks for employees. Help is needed to tram the employees on major safety and health factors. The project is ongoing and uses a hybrid approach. The project will be conducted in multiple sites, with several development iterations running in parallel.
How should the project manager handle this situation?

A. Allocate and use part of the project's contingency reserves for training purposes
B. Negotiate a contract and form a partnership with a local authority for medical and security support services
C. Perform a retrospective and update the risk register and resource management plan regarding the necessary budget for training
D. Hire only local resources who are aware of the territory's hazards, providing employment to the local community

Correct Answer: C
Section:

QUESTION 242
A vendor informed the project manager that a critical resource will be on a long leave of absence.
The project team reviewed the pending vendor deliverables and identified an alternative solution, but the solution will incur an additional cost. The project is currently on schedule and slightly under budget.
What should the project manager do next?

A. Request a replacement resource
B. Perform a cost-benefit analysis
C. Implement risk responses
D. Perform Integrated Change Control

Correct Answer: D
Section:

QUESTION 243
A project manager just started managing agile projects. The project manager realizes that due to the lack of a clear definition of project objectives and definition of done (DoD), their colleague's projects have had many difficulties. Sponsors keep asking for more features and the projects have yet to be completed.
What should the project manager do to avoid these issues?

A. Arrange meetings to ensure every necessary task to complete the project is included in the project management plan
B. Convince the project sponsor to incorporate quality experts so the product can be tested and accepted as completed
C. Convince the product owner to approach the team and look for options to find a solution to the problem
D. Schedule meetings with key stakeholders to build the agile project charter and set clear expectations for the project

Correct Answer: D

Section:

QUESTION 244
A member of the board of directors is the sponsor of a project that is important to the organization. This stakeholder has many other priorities and is not currently engaged in the project activities.
How should the stakeholder be engaged in the project?

A. Keep the stakeholder informed and consult with them based on their needs

B. Involve the stakeholder in governance and decision making

C. Consult with the stakeholder and increase their level of interest

D. The stakeholder needs to be made aware of the project progress

Correct Answer: A
Section:
Explanation:
Keep the stakeholder informed and consult with them based on their needs is the best approach.
This will ensure that the stakeholder is kept up to date on the project's progress and can provide input or guidance when necessary. It is important to consult with the stakeholder to understand their needs and priorities and to align the project with those as much as possible.
Explanation:

QUESTION 245
A marketing team is planning for a multiyear initiative that will include a lot of cross-functional stakeholders. The project manager has been assigned and is now in the project planning phase.
What item(s) should the project manager develop first?

A. A product backlog and identification of the features to be delivered

B. A business case and scope document

C. A communications management plan that addresses the team's needs

D. A risk management plan to incorporate known risks

Correct Answer: C
Section:

QUESTION 246
A key project stakeholder showed interest in the beginning of a complex agile project, but has become less involved as the sprint has progressed due to additional responsibilities. A few sprints later, the key stakeholder rejected a feature deliverable. The team is reworking the rejected deliverable for the next sprint.
What should the project manager have done to avoid this situation?

A. Involved the key stakeholders in the decision-making process

B. Customized stakeholder communications based on the stakeholders' needs

C. Analyzed the changes in stakeholder attributes

D. Documented the project vision and objectives

Correct Answer: A
Section:

QUESTION 247
As a member of an organizational change management team, a project manager must pass on any changes to the project team. The project manager needs to avoid any misunderstandings or resistance to help ensure that the project team will support any organizational change.
What should the project manager do?

A. Conduct meetings with resistant members to facilitate smooth project implementation

B. Meet with the team on a regular basis to ensure they are aware of changes

C. Influence the team to communicate any changes

D. Check with the team members on their willingness to change

Correct Answer: B
Section:

QUESTION 248
A project manager is working on a software development project. A team member complains that since the project tasks are very simple, there is no reason to perform quality control. The project manager understands that removing the quality management plan from the project will also help to save money, which is important to the customer.
What should the project manager do?

A. Register starting the project without a quality management plan as a risk, and allocate the budget savings to the management reserve

B. Develop the quality management plan, as quality is as equally important as cost and schedule management

C. Get confirmation from management that the team member has enough experience to build software without quality control

D. Ask the customer to order an external quality audit after accepting the project deliverable, and decrease the budget of the project

Correct Answer: B
Section:

QUESTION 249
A marketing team is developing ideas in order to revamp an existing product. The marketing executive reaches out to the project manager to make sure that necessary measures are in place for a successful launch.
On what should the project manager focus?

A. Ensuring that the team is also focused on the overall change management plan

B. Determining and aligning performance indicators that will help in assessing successful delivery

C. Planning for regular project updates to cover the status of critical deliverables

D. Ensuring that the scope management plan is in place to cover all related objectives

Correct Answer: B
Section:

QUESTION 250
During the closing process, the project manager learns that one deliverable is not meeting customer expectations.
How should the project manager proceed?

A. Ask the customer to issue a change request with the information to analyze and provide a solution

B. Review the deliverable requirements, check the customer approval criteria, and proceed accordingly

C. Meet with the customer to reach agreement on the scope of the deliverable that will satisfy both parties

D. Contact the project sponsor and ask for help in negotiating the closing of the project with the customer

Correct Answer: B
Section:

QUESTION 251

A product company is transforming the way it develops and releases products in the market.
Executives believe that this is a high-risk initiative, and this initiative must be successful.
What should the project manager do in this scenario?

A. Develop a business case with assumptions for the new model

B. Develop a communications management plan to inform the employees about the new business model

C. Adopt an iterative rollout approach that delivers the highest business value earlier

D. Develop a detailed sprint plan with clear deliverables

Correct Answer: C
Section:

QUESTION 252
Two weeks after the approval of the project management plan for a global project, the project manager noticed that it was approved based on a different level of understanding by international stakeholders and is not what the project manager presented for approval.
What should the project manager have done to prevent this from happening?

A. Sent the meeting minutes to the stakeholders after the kick-off meeting

B. Reviewed all the approvals immediately after the kick-off meeting was over

C. Ran separate kick-off meetings for each culture and time zone

D. Validated each stakeholder's understanding during the kick-off meeting

Correct Answer: D
Section:

QUESTION 253
The rollout of a new finance system is in the execution phase. A number of issues have surfaced in the last month that are slowing the project down. A new project sponsor has recently started with the company but has not had time to meet the project manager. The project is at the point where the issues are significantly impacting delivery of the project.
How should the project manager alert the new project sponsor about these concerns?

A. Send an email invitation to the project sponsor to attend all of the project team's weekly meetings, and hope the sponsor will find time to attend

B. Send an email to the project sponsor summarizing the project status and key concerns, and request an immediate face-to-face meeting to discuss them

C. Continue emailing updated project status reports highlighting the key risks and issues, and wait for the project sponsor to request a meeting

D. Complete a risk analysis outlining the delays and impacts, and email a copy of the risk register, urging the project sponsor to respond

Correct Answer: B
Section:

QUESTION 254
A project manager is acting as a scrum master in a hybrid project and is dealing with a conflict between team members.
What strategy should be used to handle this conflict?

A. Sort conflicts into two groups: positive and negative

B. Place conflicts into categories: structural and interpersonal

C. Place conflicts on a shared conflict list and ensure it is visible

D. Review conflicts during daily Scrum so they are handled in a timely manner

Correct Answer: A
Section:

QUESTION 255
A new agile team is forming and the project manager notices that the team is struggling in many areas. The team is experiencing both the inability to meet iteration commitments and team member conflicts.
What should the project manager do next?

A. Raise the issues in the retrospective and propose solutions
B. Inform management that commitments will not be met
C. Involve management to help resolve the conflicts
D. Coach the team both as a whole and individually

Correct Answer: D
Section:

QUESTION 256
The resource management plan is already done, and the team is located in different countries around the world. Team members are in multiple time zones, and they use different languages for communication. The project manager needs to keep the team organized and avoid misunderstandings and miscommunication that may produce a negative impact to the project.
What should the project manager do to reduce negative impacts to the project?

A. Modify the communications management plan to account for regional differences
B. Conduct cultural awareness seminars
C. Hold a virtual meeting to discuss the political environment
D. Conduct a multigenerational management training session

Correct Answer: A
Section:

QUESTION 257
During the design phase, a project manager realizes that the project will benefit from using adaptive tools. The effectiveness of this approach has been proven in past projects inside the organization.
What should the project manager do first?

A. Update project documents to include adaptive tools and artifacts and plan the first iterative session
B. Contact the project sponsor and request new team members who are familiar with adaptive projects
C. Confirm team capabilities before introducing adaptive tools and artifacts to the project
D. Freeze the design stage and look for an external resource to run iterative design at extra cost

Correct Answer: C
Section:

QUESTION 258
A project manager is leading a project which shows a trend to exceed the cost baseline.
What should the project manager do first to manage the budget?

A. Ask the project sponsor for assistance in getting the budget back on track
B. Meet with the project team to analyze the actual cost to determine deviations
C. Inform the stakeholders that the project will be finished over budget

D. Issue a change request including the analysis to increase the budget

Correct Answer: B
Section:

QUESTION 259
Two functional managers disagree on key features of one deliverable during the planning of a project. The project manager discovers that each manager included requirements that contradict each other. The functional managers do not want to meet with each other to find a solution. This situation has been escalated to the sponsor who requests a meeting with them.
What strategy should the project manager use to resolve this conflict in the meeting?

A. Explain to the managers that the contradicting requirements are being considered for implementation in the project
B. Explain to the managers that only one of the two requirements can be implemented, and submit a change request
C. Ensure that both managers understand the requirements and search for a solution that best satisfies this deliverable
D. Request that the managers explain why each requirement must be implemented and decide by considering the cost and benefits

Correct Answer: C
Section:

QUESTION 260
A project manager is approaching the end of a project, and several tasks are now practically complete and ready for handover to the client.
How should the project manager proceed?

A. Update the quality management plan for the overall project
B. Ask the client to verify and accept the tasks that have been completed
C. Close out the project tasks that have been completed
D. Update the communications management plan for the overall project

Correct Answer: B
Section:

QUESTION 261
During a documentation audit of an international company, it was identified that the last version of the project schedule was from one month ago even though the project manager knew it was recently updated.
How should the project manager have handled documentation for the project?

A. Updated the project management plan regularly and had it securely shared with all stakeholders
B. Assigned a project team member to ensure all project documentation was updated
C. Reviewed the risk register to identify a response plan for the audit
D. Kept documentation in the project management information system (PMIS), and shared it with appropriate stakeholders

Correct Answer: D
Section:

QUESTION 262
A new regulation has been approved that will impact the deliverables in the fourth phase of the project. The delivery is following an iterative approach and is currently completing the second phase.
What should the project manager do next?

A. Consult with the project sponsor to discuss a cost increase

B. Acquire approval for an exception to the implementation of the new regulation

C. Get approval for the additional budget from the steering committee

D. Meet with subject matter experts (SMEs) to access the impact to objectives

Correct Answer: D
Section:

QUESTION 263
The tables show the requirements for an agile project with the anticipated return on investment (ROI) and identified project risks, along with the analysis details.

Item	Priority	ROI ($)
Requirement 1	1	10,000
Requirement 2	1	8,000
Requirement 3	1	25,000

Risk	Risk Impact ($)	Risk Probability
Risk 1	5,000	75
Risk 2	4,000	50
Risk 3	20,000	45

What should be the priority order in the product backlog?

A. Risk 3, Risk 1, Risk 2, Requirement 3, Requirement 1, Requirement 2

B. Requirement 3, Risk 3, Requirement 1, Requirement 2, Risk 2

C. Requirement 3, Requirement 1, Requirement 2

D. Requirement 3, Requirement 1, Risk 3, Requirement 2, Risk 1, Risk 2

Correct Answer: D
Section:

QUESTION 264
One of the main inputs required for a deliverable is missing due to a miscommunication between the vendor and project manager. Because of the missed deliverable, the critical path of the project is extended.
What should the project manager do next?

A. Start an audit of the vendor's processes and procedures

B. Review lessons learned from previous projects with this vendor

C. Make a detailed analysis on vendor issues during the project

D. Execute a contingency plan to address the issue with the vendor

Correct Answer: C
Section:

QUESTION 265
During the design phase of a project, the project manager notices that the schedule performance index (SPI) is 1,8 and the cost performance index (CPI) is 0,1. In a weekly meeting with top management, the project manager reports concerns about these indicators. However, the most concerned person was the project sponsor who said that if the trend continues, they will be forced to prematurely close the project.

What should the project manager do?

A. Monitor the project sponsor, but understand that it is normal to spend more money in the design phase of a project
B. Stop crashing the schedule
C. Manage the project sponsor closely and revise the project's resource management plan to improve indicators
D. Use a resource-leveling technique

Correct Answer: B
Section:

QUESTION 266
A new project manager is planning an information security project for a company that resides in different countries.
What is the first step the project manager should take to gather customer requirements?

A. Conduct a stakeholder analysis to identify how regional policies may influence needs
B. Request relevant stakeholders to conduct an analysis and reach consensus independently
C. Conduct a project scope review workshop with relevant stakeholders
D. Conduct project planning meetings in one location with relevant stakeholders

Correct Answer: A
Section:

QUESTION 267
A company's project management office (PMO) has been trying to implement an adaptive approach in the project management framework and a project manager has been asked to use adaptive tools in their next project.
This is not the first time the request has been made and the previous project failed when adaptive tools were implemented.
What should the project manager do?

A. Prepare a change request and seek approval from the steering committee regarding the new project framework
B. Conduct individual interviews with key stakeholders in order to understand all concerns, then prepare a communications management plan
C. Bring in a third party company to develop and implement a hybrid framework for this specific project
D. Recommend to the PMO that it is not the right time to start implementing adaptive tools in projects

Correct Answer: C
Section:

QUESTION 268
To estimate the costs of a new project that is similar to a project that was implemented last year, the project manager meets with a group of experts from the previous project. The group uses a three-point estimating technique. The project manager submits the estimated budget to the project sponsor for approval. The project sponsor, who is new to the company, is concerned because the budget exceeded their expectations.
What should the project manager do?

A. Review the organizational process assessment to determine if a contingency reserve was considered in the budget estimate
B. Review the historical information and lessons learned from last year's project to justify the new budget estimate
C. Change the budgeting technique to a more accurate, bottom-up cost estimation
D. Use soft skills to convince the project sponsor to approve the new budget estimate

Correct Answer: B
Section:

QUESTION 269

The project manager is having difficulty obtaining approval of the project requirements because there is disagreement among the project stakeholders. This issue is putting the project schedule at risk.
What should the project manager do first to facilitate the approval of project requirements'?

A. Review the project charter

B. Perform a stakeholder analysis

C. Identify the source of the disagreement

D. Hold a team-building event

Correct Answer: C
Section:

QUESTION 270

A project stakeholder complained that they did not receive an important delivery that was stated in the schedule. The team member responsible for this deliverable explained that they sent an email to the stakeholder, advising them that the deliverable would not be delivered on time.
What should the project manager have done to avoid this situation?

A. Confirmed that the stakeholder was made aware of the delivery delay.

B. Communicated with the stakeholder directly regarding the delivery delay.

C. Told the team member to send the unfinished deliverable to the stakeholder and finalize it later.

D. Ensured that the team member did not communicate directly with the project stakeholder.

Correct Answer: A
Section:

QUESTION 271

A project manager is leading a progress review meeting when some stakeholders who are new to the project express concerns about not having access to previously shared deliverables. What should the project manager do?

A. Document the new stakeholders' concerns in the meeting minutes.

B. Schedule an ad hoc meeting with the new stakeholders to discuss concerns.

C. Use social media environments to share the project information

D. Use the project management information system (PMIS) to share information.

Correct Answer: A
Section:

QUESTION 272

A project team is identifying project risks for a bridge to be built across a river. The team needs to send out invitations for a risk workshop to better understand the risks involved. Which distribution list should the project manager use when sending out invitations?

A. Functional managers, team members, and external consultants with experience in the field

B. Team members, engineers, and weather experts

C. Team members, consultants from outside the project with experience in the field, and the customer

D. Weather experts, functional managers, and team members

Correct Answer: B
Section:

QUESTION 273

A junior project manager is excited to start working on their first project with a telecommunications company. A senior project manager has decided to educate the junior project manager on the challenges of project management and how to achieve success.
Which three artifacts should the senior project manager tell the junior project manager to utilize to ensure project success? (Choose three)

A. Organizational process assets (OPAs)

B. Lesson learned registers from past projects

C. Historical issue logs

D. Project scope statement

E. Project management plan

Correct Answer: B, C, D
Section:

QUESTION 274

A project manager is defining the sprint goals with the team. A team member who is responsible for acceptance testing starts criticizing the goals and cannot come to an agreement with the other team members.
How should the project manager handle this situation?

A. Request to meet with the team member and ask that any issues be escalated separately.

B. Reprimand the team member and provide immediate coaching on goal alignment.

C. Proceed with defining the goals with the team members given the majority approval from the team.

D. Approach the team member with empathy and obtain agreement through collaboration.

Correct Answer: A
Section:

QUESTION 275

A new building project is in the middle of its life cycle. The municipality informs the project manager that due to new regulations, the parking lot around the project has to accommodate twice the number of cars than was initially planned.
What should the project manager do next?

A. Request the project sponsor to fund this change as it is a new regulation, then order the materials in order to start working.

B. Assess the impact of the required change and consult with the executive sponsors to determine the best course of action.

C. Ask the designers to start designing a solution for this new requirement while the project is running and determine the funding for this change.

D. Have the company's lawyers write to the municipality and reject the change as it was not part of the scope approved by the municipality.

Correct Answer: B
Section:

QUESTION 276

In a geographically distributed project team, the project team members continue to email status reports and update schedules after their weekly meeting discussions. However, the team is having difficulty tracking the changes and progress made.
What should the project manager do?

A. Facilitate training on version control and project artifacts.

B. Maintain separate document control via regions to avoid discrepancies.

C. Maintain a central repository of artifacts with a version control system.

D. Develop a document management software for version control.

Correct Answer: C
Section:

QUESTION 277
A project manager has been assigned to a project where collaboration with the business is a critical key factor. The project manager is not sure about which approach to use. A senior project manager has been assigned to help the project manager.
What advice should the senior project manager provide?

A. Work with the project manager to develop a new approach that will bring benefits to the project
B. Suggest using an agile approach since customer and team collaboration is critical for project success
C. Establish a project management methodology that requires the customer to provide daily updates to the team
D. Provide a project management template for the project manager to follow as a guide

Correct Answer: B
Section:

QUESTION 278
A project manager is managing a large project. A stakeholder has just discovered a new risk that has not been identified in earlier stages.
What should the project manager do?

A. Confirm to the stakeholder that the risk register has been completed and validated by all stakeholders
B. Perform a risk analysis directly with the stakeholder who raised the risk and update the risk register
C. Communicate the risk to the steering committee and request a mitigation plan from senior management
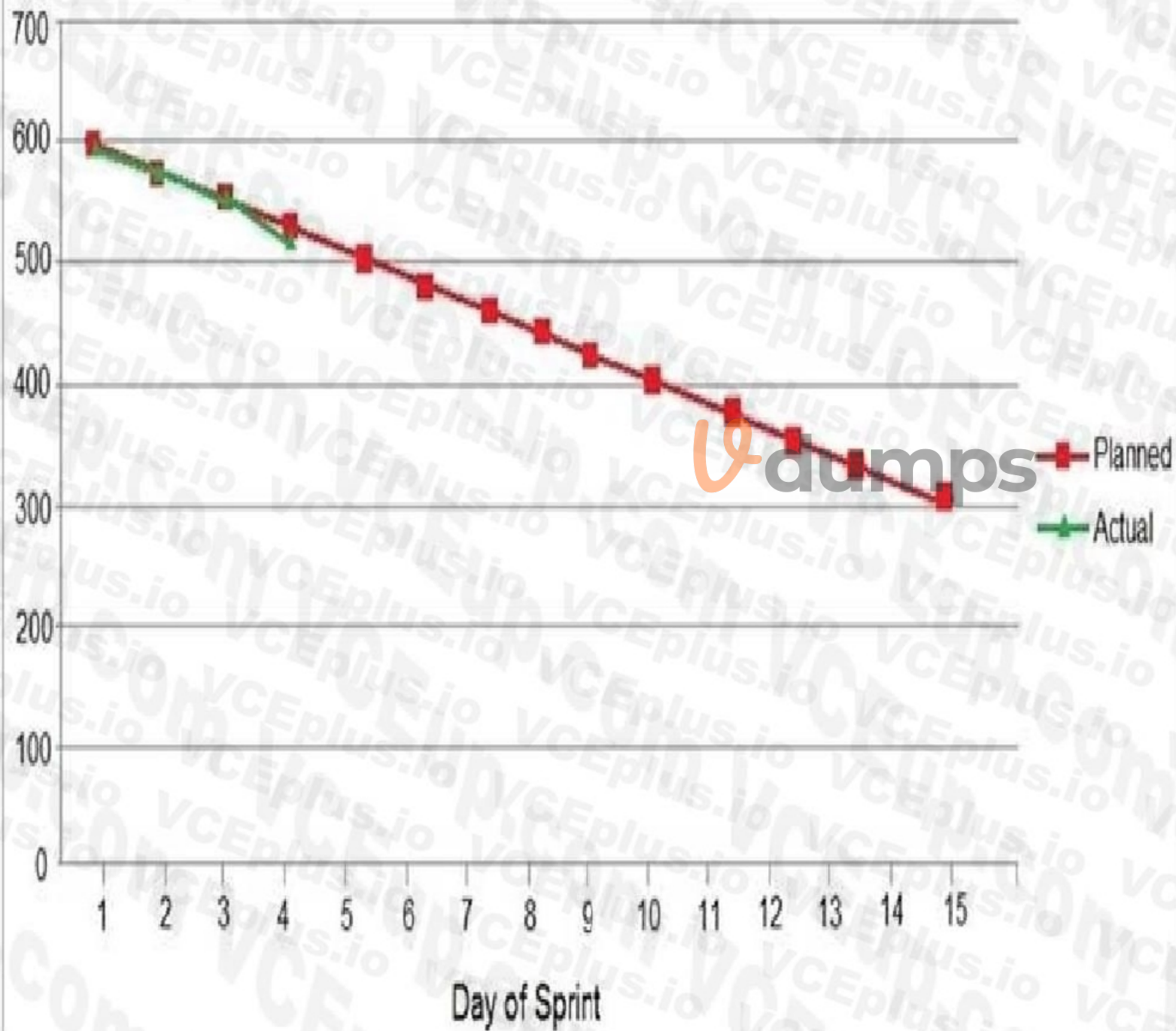D. Add the risk to the risk register and reevaluate the register with help from the project team and stakeholders

Correct Answer: D
Section:

QUESTION 279
A Scrum team is analyzing the burndown chart on day four of a 15-day sprint. The burndown chart is shown below.

Sprint 2 Burndown Chart

What should the team do next?

A. Ask the product owner if some low-priority stories could be cut from the sprint
B. Continue with the sprint as the progress shows buffers for potential interruptions
C. Ask the project team to select any additional stories as they have additional capacity than planned
D. Continue with the sprint work as planned and keep monitoring

Correct Answer: D
Section:

QUESTION 280
A project manager is closing a project and preparing to hand it over to the operations team.
During handover, a delayed invoice was submitted with a higher-than- planned cost against the project work. Consequently, project handover was delayed and the project's reported completion costs were increased.
What should the project manager have done to avoid this situation?

A. Notified all vendors about the invoicing and nonpayment deadlines
B. Reviewed the total committed cost against the cost invoiced at project closing
C. Involved the finance team and discussed the issue with the vendor
D. Captured and reviewed all of the project work and related costs regularly

Correct Answer: D
Section:

QUESTION 281
A project manager is assigned to a critical software development project. The team is using a hybrid approach and has divided development into four sprints. At the end of sprint three, the project manager discovers that the earned value (EV) is US$500,000 and the planned value (PV) is US$550,000.
What should the project manager do?

A. Fast track the project
B. Adjust the budget
C. Introduce a float
D. Adjust the project time line

Correct Answer: A
Section:
Explanation:
SPI = EV/ PV. EV(US$500,000) / PV(US$550,000) = 0.9
So current SPI is < 1. It means behind schedule.
Explanation:

QUESTION 282
A project manager is working with a co-located agile project team that has worked together long enough to be in the performing phase of team development. An unforeseen event has caused the team to be dispersed and they are now unable to co-locate.
What should the project manager do to keep the team performing as effectively as possible?

A. Ask the project sponsor and executive stakeholders to encourage the team to maintain their performance
B. Provide the team with virtual collaboration software and training on the software to minimize disruption

C. Transition the team from an agile approach to a predictive approach for better performance control

D. Evaluate project performance and step in if performance decreases to an unacceptable level

Correct Answer: D
Section:
Explanation:
Dear professors in the field of project management, please pay attention to the question! There have been no problems yet and no communication requirements have been raised that we need to teach them about the software. We monitor the process and if there is a problem, we take action.
Explanation:

QUESTION 283
A project manager is reviewing the requirements of a large program.
Which requirements should the project team prioritize to avoid getting fines?

A. Certifying sustainable products

B. Establishing company processes

C. Complying with new regulations

D. Developing new product lines

Correct Answer: C
Section:

QUESTION 284
During the lessons learned workshop, one stakeholder mentioned that the project was unsuccessful as it did not deliver the expected business value.
What should the project manager do to address this concern?

A. Review the project management plan tasks with the stakeholders.

B. Review the business benefits realization plan with the stakeholders.

C. Review the project management plan budget with the stakeholders.

D. Review the communications management plan with the stakeholders.

Correct Answer: B
Section:

QUESTION 285
There is a conflict on an agile project about following organizational processes, many of which do not add any value to the project.
To resolve this, which one of the following should be regarded with the highest priority?

A. Needs of the organization

B. Needs of the customer

C. Needs of the agile lead

D. Needs of the project manage

Correct Answer: B
Section:

QUESTION 286
A project team is using one of the visual management tools to identify dependencies. It was identified that domain knowledge from one team needs to be shared with another team to ensure the continuity of deliverables.

What should the project manager do?

A. Remove the dependency to eliminate the need for knowledge sharing.
B. Redistribute the team members so knowledge is available in both teams.
C. Merge both teams into one team so the knowledge is commonly available.
D. Request the respective teams to plan for knowledge-sharing sessions.

Correct Answer: D
Section:

QUESTION 287
A project manager is using a subcontractor for mobile application development. When the project team tests the application, they realize it does not comply with the new company user-interface standards. Even though these new standards were not included in the statement of work (SOW), the subcontractor agrees to the additional scope as long as payment for this additional work is paid immediately.
What should the project manager do?

A. Negotiate new pricing based on the revised estimations from the subcontractor that reflect the new work.
B. Initiate a change request and review the contract to evaluate the payment options before responding.
C. Deny the subcontractor's payment request, because the product does not comply with the project needs and close the project.
D. Initiate a change to incorporate an immediate payment milestone in the contract as per the subcontractor's request.

Correct Answer: B
Section:

QUESTION 288
A project manager is leading a large public project that will have a high impact on the town's citizens.
How should the project manager define the different requirements?

A. Analyze the interests and influence of stakeholders and evaluate their requirements.
B. Include only the key requirements and keep the stakeholders informed about scope decisions.
C. Add only the opinions of the team, because they know the objectives of the project.
D. Include only the common requirements of each stakeholder group in the project goals.

Correct Answer: A
Section:

QUESTION 289
A project manager is assigned to a regulatory project for their country. The deadline for delivering results in compliance with the new laws is very tight, and the project team members have not yet been assigned. One of the project manager's peers informs the project manager that a project with the same scope for a different country was completed 1 year ago.
What should the project manager do first?

A. Register a new risk in the risk management plan.
B. Review organizational process assets (OPAs) and perform analogous estimating.
C. Ask for additional resources and review the project estimate.
D. Complete a bottom-up estimation for the project activities.

Correct Answer: B
Section:

QUESTION 290
The team lead on a project has left the organization and management wants to promote engineer A to this position. The project manager is confident that selecting engineer A will add problems to the project and believes that engineer B would better fit this role. The project manager discussed all of the arguments with management but their decision remains unchanged.
What should the project manager do?

A. Promote engineer B instead since the project manager has the authority to make this decision.

B. Help engineer A to become familiar with this new role and ensure engineer B stays motivated.

C. Coach engineer B to be prepared to perform this role if and when engineer A fails.

D. Request management approval that engineer B will be promoted if engineer A fails in this role.

Correct Answer: B
Section:

QUESTION 291
A project manager has been assigned to a new project that will be delivered using an agile framework. The sponsor is asking for a cost estimation to build the business case.
What should the project manager do?

A. Ensure the client representative is involved in the estimation.

B. Ensure that a 20% contingency is included in the estimation.

C. Review the completion costs of similar projects.

D. Review the lessons learned from similar projects.

Correct Answer: C
Section:

QUESTION 292
A company is interested in reducing production costs in one of its production lines. When the project charter was about to be approved, one of the key stakeholders questioned the project's value and caused a delay in the approval.
What should the project manager have done to avoid this setback?

A. Developed benchmarking

B. Assessed feasibility and impacts

C. Detailed the project charter

D. Analyzed stakeholders

Correct Answer: D
Section:

QUESTION 293
The project manager just started leading a project team from which the previous project manager resigned. After a quick evaluation of the project, it is apparent that team morale is low due to continuous disagreement about how to complete tasks. Tasks are taking longer than forecasted and the project is off schedule.
What should the project manager do?

A. Conduct a meeting with the project team to discuss and address the sources of disagreement.

B. Crash the project timeline to ensure the project is back on schedule.

C. Inform the stakeholders that the project will be delayed due to previous team management.

D. Issue a change request to extend the project schedule based on identified delays.

Correct Answer: A
Section:

QUESTION 294
The deliverables of a project have been completed. However, the stakeholders did not approve the deliverables, because they did not cover the needs of the business.
Which actions should the project manager have taken to avoid this situation?

A. Defined the project management plan and ensured it met the project objectives and business needs.

B. Ensured that the stakeholders participated in the daily meetings to confirm that the project was developing correctly.

C. Provided and explained the sprint backlog at the beginning of the project to the stakeholders and project team.

D. Requested that the team change the frequency of the deliverables in the development phase to obtain earlier feedback.

Correct Answer: A
Section:

QUESTION 295
Companies A and B are codeveloping a cutting-edge technology product. Based on customer feedback, the marketing department urgently requests a new feature in 2 weeks. Company A's front end is ready, but company B requires 4 weeks to deliver the complete back end and is busy with the current release.
What should the project manager do to obtain agreement from both companies and acceptance from marketing?

A. Plan the delivery of a minimum viable feature in 2 weeks to enable early showcasing of business value.

B. Stop the current release work for 4 weeks in order to work and deliver the new feature completely.

C. Create a special release 4 weeks after the current release to deliver the new feature in its entirety.

D. Add the new feature to the list for the next release and continue working on the current release.

Correct Answer: A
Section:

QUESTION 296
A project manager has been assigned to deliver a challenging project on time and within budget.
The project manager needs to empower the team members by removing organizational impediments and facilitating collaboration.
What should the project manager do to lead the project?

A. Use a servant leader approach.

B. Act as the project owner.

C. Perform the project sponsor activities.

D. Assume the functional manager role.

Correct Answer: A
Section:

QUESTION 297
Some of the team members who are working on a new software tool are in a public space, arguing over a new feature being coded instead of completing the coding.
How should the project manager handle this situation and get the team to complete the task?

A. Contact the human resources (HR) department to tell them there is an argument in a public space and that they need to intervene immediately.

B. Engage in the conversation in the public space by telling them the expectations of the feature and advise them to return to their workspace.

C. Listen to the argument from a nearby location to understand the situation, then offer insight into the features when the team is calm.

D. Bring the team members to the meeting room to discuss the new feature and to reach a common understanding of the necessary coding.

Correct Answer: D
Section:

QUESTION 298
A project manager is managing a government project that targets the development of small businesses in remote towns. The project team is having difficulty conducting entrepreneurship training in some of the targeted towns because the local municipal governments will not authorize the training. As a result of the delay, project implementation is at risk.
What is a probable reason for this?

A. The project should have constructed training centers in the remote towns.

B. The project did not identify and engage the correct stakeholders.

C. The project did not fully engage the project sponsor.

D. The project should have representatives in all the remote towns.

Correct Answer: B
Section:

QUESTION 299
A project is in progress with a team that is new to agile approaches. After the first sprint review, the team performance begins slipping, and the conclusion is that there is not an adequate flow of work for the team.
What should the project manager do?

A. Provide the product owner with training.

B. Submit a change request to rebaseline the project.

C. Change the project approach to hybrid.

D. Discuss the issue with the stakeholders.

Correct Answer: D
Section:

QUESTION 300
During iteration two of a project with two teams (A and B), the project manager is concerned that there are two critical activities from team A that must be started in iteration four. Additionally, these two activities are dependent on an activity from team B that has not yet been prioritized.
What should the project manager do?

A. Cancel the current iteration and reschedule it with the dependent activity.

B. Include the dependent activity in the current iteration for team B.

C. Ensure team B prioritizes the dependent activity in iteration three.

D. Assign the two critical activities to team B in iteration two.

Correct Answer: C
Section:
Explanation:
You don't typically change the work in the iteration, and there's still another iteration right after this that it can be completed in.
Explanation:

QUESTION 301

A project manager is assigned to a new project team that has several stakeholders who can have significant influence over the project outcomes. The project manager categorized the stakeholders into four different groups and wants to define the communication strategy.
How should the project manager handle communication?

A. Define and direct communication to influential stakeholders.

B. Develop and define a communication strategy for stakeholders.

C. Utilize a uniform communication structure across all groups.

D. Describe the four groups in the project stakeholder matrix.

Correct Answer: B
Section:

QUESTION 302
Ai the start of a project, the sponsor declares that demonstrating benefits from the product will be extremely important. The project sponsor calls a meeting with the project manager and the project leadership team to discuss the best approach because the project has a high degree of uncertainty and many changes are expected.
What should the project manager propose?

A. Develop requirements and designs to support a faster product release.

B. Emphasize the adoption of a predictive approach to minimize ambiguity.

C. Recommend an agile approach so the project can be delivered iteratively.

D. Outsource development of the product to a third party with more experience.

Correct Answer: C
Section:

QUESTION 303
A system migration project is in its closing stage. The project manager is being pressured to close the project. The project manager communicated to all stakeholders; however, the last department to migrate indicated that they have not received the notification.
What should the project manager do?

A. Report the issue during the next status meeting at the end of the week

B. Escalate the issue to the project sponsor and upper management

C. Close out the project and tell the manager to open a service desk ticket

D. Log the issue and assign it to the project team member(s)

Correct Answer: C
Section:

QUESTION 304
A project to develop a banking product is in the execution stage New regulations from the government are significantly affecting product development. Stakeholders are concerned about whether the planned benefits are still valid and achievable.
What should the project manager do first?

A. Reforecast and revalidate the benefits baselines and targets

B. Escalate the issue to the sponsor and request more funding.

C. Showcase progress toward the targets and revalidate a project work plan.

D. Optimize alignment between the stakeholder needs and project objectives.

Correct Answer: C
Section:

QUESTION 305
One of the team members is consistently absent in team meetings, but always completes their assigned tasks on time. Other team members think this member should attend the meetings.
What should the project manager do?

A. Assign this member to facilitate the next meeting to ensure project team collaboration.

B. Allow each team member to submit their required tasks on time and reduce the number of scheduled meetings.

C. Review and update the project ground rules to make meeting attendance mandatory.

D. Understand the reason for the team member's absence and encourage them to attend future meetings.

Correct Answer: B
Section:

QUESTION 306
A project manager entered into a contract with a vendor to build a new system. During the acceptance test stage, the project manager noticed that the system quality was not satisfactory.
How should the project manager support their claim to the vendor?

A. Share unsuccessful results from previous projects with a similar scope

B. Provide the failed test results along with the agreed-upon acceptance criteria

C. Show that the acceptance criteria were changed by the vendor without approval.

D. Document in the risk log that the issues in the system were already identified

Correct Answer: B
Section:

QUESTION 307
A project manager finds that there are knowledge gaps in the project team relating to the core competencies required to deliver the desired results. What should the project manager do to achieve the desired results?

A. Communicate the situation to the team and plan for the necessary training and coaching arrangements

B. Report the situation back to upper management and request to have the scope changed

C. Plan to hire more experienced team members and lay off a few of the existing team members.

D. Communicate the situation to the customer and inform them about potential delays in delivery.

Correct Answer: A
Section:

QUESTION 308
A project manager who is working with a virtual team needs to mentor an entry-level colleague.
This team member informs the project manager that they feel demotivated and excluded from the team. What should the project manager do first to solve the situation?

A. Speak with the team member about their engagement and contributions

B. Perform an assessment of each member of the project team

C. Assign the team member to a team where they can contribute more

D. Conduct a team building event to involve the team member

Correct Answer: D
Section:

QUESTION 309
A project manager is managing the development of a dental wire bending machine. The machine is compatible with the three most popular dental wires in the market which covers 90% of the market. The prototype is now under testing for certification. The manufacturer of one of the three wires announced they will be producing a different wire mat will be incompatible with the machine. This will result in a 25% loss of market coverage from the initially predicted 90% coverage. What should the project manager do?

A. Investigate the impact of this issue with the team and survey the market for alternative wires with similar characteristics
B. Stop the project and kick off another project to apply alternative wires for the machine
C. Meet with the sales and marketing representatives and ask them to convince the manufacturer to reconsider
D. Meet with the wire manufacturer to secure enough of the existing stock for the machine

Correct Answer: A
Section:

QUESTION 310
A project manager is leading a team of diverse individuals of all ages. The working hours for the project were set at the beginning of the project, and all team members agreed to the hours.
However, later in the project, one of the team members informed the project manager that the previously agreed upon hours no longer work due to the team member's personal commitments.
What should the project manager do?

A. Changed the duration of iterations to deliver more value
B. Validated the iteration goals with the customer
C. Invited the customer to the daily meetings
D. Helped the team redefine the MVP

Correct Answer: A
Section:

QUESTION 311
A project manager works in a hierarchical organization. The project team members are used to being told what to do, and the performance reviews include the percentage of completion of the allocated tasks. After a conversation with the sponsor, the project manager realizes that they need to reassign a couple of tasks to meet the next milestone. This change can be perceived as poor performance by the current assignees.
What should the project manager do?

A. Organize a team meeting and inform the team members that, as the person accountable for delivery, they decided to change the task allocation
B. Ask the more experienced team member privately to take the task and inform the other team members that work has been reassigned
C. Ask the less experienced team member privately to stop working on the task and inform another team member that the work has been reassigned
D. Organize a team meeting to inform team members about a change in direction and work with them to change the task allocation

Correct Answer: D
Section:

QUESTION 312
A project manager has just been hired to lead a project team in a hybrid environment. The team is working on a group of critical projects.
What should the project manager do to ensure the right environment and authority are in place to effectively deliver the projects?

A. Create a project steering committee aligned with existing organizational structures.

B. Develop a detailed project management plan to share with project resources.

C. Develop a detailed risk log and share it with all of the project stakeholders.

D. Appoint a self-organizing project team that is not influenced by organizational factors.

Correct Answer: A
Section:

QUESTION 313
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. Brought both teams together in a joint meeting to resolve the issue

B. Made some adjustments to BMS to be more suitable for the teams

C. Allocated a dedicated handover team at early stages of the project

D. Allocated proper resources for training on BMS in the project plan

Correct Answer: D
Section:

QUESTION 314
A team working on a close deployment waits to receive critical information from the customer.
The customer keeps postponing sending the information which is delaying the deployment.
What should the project manager have done to prevent the delay?

A. Obtained all critical information ahead of time

B. Involved the customer in the deployment process

C. Used the sample data already in place

D. Involved upper management in the process

Correct Answer: A
Section:

QUESTION 315
A project manager is assigned to a new project that will launch the digital version of a current product. Even though the product is well known, the vision for its digital version is not clear to the stakeholders.
What should the project manager do to increase value delivery?

A. Gather the team to create a comprehensive product roadmap but only commit to requirements for the next quarter

B. Create a visual task board with all of the relevant stakeholders to support backlog prioritization

C. Work with the team on the definition of a minimum viable product (MVP) and present it to the stakeholders

D. Use spikes to dig deeper into the technical challenges of the new product, thus reducing the technical risk

Correct Answer: C
Section:

QUESTION 316
A project manager is managing an internal project that was poorly defined. Recently, the project manager received several change requests raised by the organization's upper management.

What should the project manager do first?

A. Assess the time overrun, and start implementation to avoid additional delays
B. Motivate the team to avoid the frustration of working on a prolonged project
C. Request a provisional budget increase to avoid any budget overruns
D. Review the benefits of the proposed changes in relation to the business case

Correct Answer: D
Section:

QUESTION 317
A project's customer is furious. When the customer arrived at the project site, they discovered that one of their requirements was not met.
What should the project manager do?

A. Discuss and agree with the customer to implement the missing requirement
B. Refer to the requirements traceability matrix and analyze the requirement
C. Consult the scope management plan with the customer to understand the gap
D. Analyze the benefits management plan and implement the needed change

Correct Answer: B
Section:

QUESTION 318
A project manager is evaluating a project and realizes that its earned value (EV) shows the cost spent is higher than the value delivered. The project manager then discovers that the team has been adding small features that are not part of the requirements.
What should the project manager do?

A. Request additional budget because additional features are being added
B. Ask the product owner to add the additional features to the requirements
C. Encourage the team to continue, as this will eventually help the customer
D. Ask the team to focus on and deliver only the agreed-upon features

Correct Answer: D
Section:

QUESTION 319
A new law was published about zoning permits for telecom towers. This may cause cost and schedule overruns for the new network rollout.
What should the project manager do?

A. Meet the sponsor to ask for additional time and budget increase
B. Minimize the scope to catch the cost and schedule baseline
C. Update the project plan because the law is an obligation for the project
D. Assess and prioritize the impact of the new law on the project plan

Correct Answer: D
Section:

QUESTION 320
A controller proposed a budget reduction for projects because the majority of implemented solutions resulted in little returns on investment (ROI) or operational improvements. The project manager objected and presented project assets showing all solutions having been demonstrated, accepted, and delivered within the relevant framework constraints. The project manager suggested that the issues may stem from the project evaluation and selection processes.
What was the project manager demonstrating?

A. Multiple stages of development that members may go through toward working formations
B. Cause-and-effect identification in root cause analysis toward achieving project value
C. Strategic negotiation techniques in determining budget priorities in future sessions
D. Risk management in addressing impediments, obstacles, and blockers to project success

Correct Answer: B
Section:

QUESTION 321
An agile team has been struggling to keep up with the planned pace, which is frequently resulting in sprint failures.
What should the project manager do to help avoid this situation in the future?

A. Switch to a Kanban approach, implementing features on a first-come, first-serve basis, fostering a sustainable pace.
B. Replace junior team members with more experienced ones, and negotiate the project scope to compensate for the budget gap.
C. Ask the project sponsor to approve overtime to compensate for the lack of performance while adjusting the plan.
D. Review the velocity of the team over the last several sprints and adjust the plan accordingly.

Correct Answer: D
Section:

QUESTION 322
A project manager is managing a complex research project with a high level of uncertainty. A request is made to implement a mechanism to measure the quality of the deliverables.
Using a hybrid approach, what techniques can be used to achieve this goal?

A. Scrum master reviews and the quality Kanban method.
B. Daily Scrum and product owner quality assessments.
C. Paired work and the customer role method.
D. Time-boxed iterations and standup review meetings.

Correct Answer: D
Section:
Explanation:
Paired Work will improve quality, and the question is asking about a method to measure the quality.
Explanation:

QUESTION 323
The project team follows a hybrid framework for its delivery. During the execution of a project, the team learns of a new compliance requirement that has to be delivered before any other requirements.
How should the project manager address this situation?

A. Collaborate with the compliance team member to review and prioritize the requirement's delivery.
B. Add the new compliance requirement to the backlog as the technical team does not have any capacity.

C. Include the compliance lead in the stakeholders list and wait for the next status meeting.

D. Ask the team to include the compliance requirement in the current sprint and deliver it.

Correct Answer: A
Section:

QUESTION 324
A new project manager learns the work assigned to the team has already been decomposed to its lowest level. The project manager reviews the work and feels some additional, useful information is missing.
What should the project manager review?

A. The WBS dictionary

B. The requirements traceability matrix

C. The project charter and scope statement

D. The business requirement documents (BRD)

Correct Answer: A
Section:
Explanation:
A WBS dictionary is where the details of the tasks, activities, and deliverables of the work breakdown structure are located. The content includes whatever milestones are related, the project scope and in some instances dates, resources, cost and quantity.
Explanation:

QUESTION 325
The programming activities of a project were planned to last 35 days per module, but the programming of the first module has taken 45 days.
What should the project manager do?

A. Evaluate the situation and identify ways to compress the schedule without impacting baselines.

B. Ask the team to work overtime to complete the deliverable on time.

C. Submit a change request to the project sponsor to change the schedule.

D. Check the scope to verify if there is scope creep and get the project on schedule.

Correct Answer: A
Section:

QUESTION 326
The marketing team is transitioning to using hybrid approaches for their projects. The marketing director is not knowledgeable about hybrid methodologies, and the project manager needs the director's support as the marketing director is a key stakeholder.
What should the project manager do to obtain the support?

A. Train the marketing team and keep the director informed.

B. Mentor the marketing director on hybrid approaches.

C. Ask the marketing team members to coach the director.

D. Ask the marketing director to participate in daily meetings.

Correct Answer: B
Section:

QUESTION 327

A project manager is appointed to simultaneously deploy a new solution to branches located in different countries. Deployment teams in each country will integrate and deploy the solution. The project manager discovers that the deployment teams each encounter similar issues. However, each team addresses the issues separately.
What should the project manager do to help ensure more collaboration between the teams?

A. Ask the project sponsor to appoint new managers for the deployment teams.

B. Propose that some of the teams delay deployments in their countries.

C. Ask each deployment team to provide a very detailed schedule and action plan.

D. Organize regular meetings with all of the deployment teams to share issues and solutions.

Correct Answer: D
Section:

QUESTION 328
A company has a lot of experience with predictive projects. The project management office (PMO) has been trying to implement iterative tools within the project management framework, and the project manager has been asked to use these tools in their current project. After the successful implementation of the iterative tools, the PMO asks the project manager to determine the benefits these tools brought to the project.
What should the project manager do?

A. Determine the data to be monitored during the project as well as the expected performance and targets.

B. Update the communications management plan to consider performance review meetings with the project stakeholders.

C. Prepare and submit a status report to the steering committee to update performance monitoring.

D. Conduct reviews with stakeholders to discuss the potential benefits the approach may have to the project.

Correct Answer: D
Section:

QUESTION 329
A project manager receives a voicemail from a business analyst on the project team. The business analyst indicates that an internal stakeholder is upset that they were not included before the project began. The stakeholder is asking for an addition to the requirements traceability matrix.
What should the project manager do to improve the stakeholder relationship?

A. Update the stakeholder engagement plan to ensure the stakeholder is included in the project stakeholder list.

B. Consult the project scope document to make sure the addition is in scope.

C. Engage the stakeholder to solicit more information before responding to the request.

D. Initiate a project change request so the change control board (CCB) can decide if it is in scope.

Correct Answer: A
Section:

QUESTION 330
Development team members are located in three different time zones. It is difficult to find a suitable time to hold the daily standup for all team members.
What should the project manager do?

A. Give up the daily standup and replace it with a daily report.

B. Let the team members decide themselves if they want to join the meeting.

C. Encourage frequent, small team meetings with two or three team members.

D. Require all team members to join the daily standup regardless of the meeting time.

Correct Answer: D
Section:

QUESTION 331
During the course of a project, a junior team member approaches the project manager for some direction and advice on risk mitigation.
How should the project manager respond?

A. Offer guidance and follow up with some developmental activity for the junior team member.
B. Refer the junior team member to the senior team member who develops the risk mitigation strategy.
C. Inform the junior team member that risk mitigation is not part of their work.
D. Tell the junior team member that the information is available in lessons learned.

Correct Answer: A
Section:
Explanation:
A single team member wouldn't develop risk strategies, that will likely either be up to an entire team or at minimum, the PM.
Explanation:

QUESTION 332
A company is implementing a new system. The project manager has identified that it is best to complete this project using a mix of Scrum and Kanban methodologies. The product owner is confused as to how to start delivering the functionalities required.
How should the project manager assist the product owner?

A. Coach the product owner on how to create a product backlog.
B. Discuss the product owner's responsibilities within the project team.
C. Encourage the team to subdivide the project tasks.
D. Create a work breakdown structure (WBS) and explain the deliverables to the product owner.

Correct Answer: A
Section:

QUESTION 333
An agile project is in its eighth iteration out of 16. After the last iteration review, the team members receive feedback from the security department about regulations with which the project must comply.
Which two actions should the project manager take? (Choose two.)

A. Ask the product owner to include the requirements in the product backlog.
B. Ask the security department for details about regulations.
C. Ask the stakeholders about the priority of this regulation.
D. Ask the team members to include the requirements in the next iteration.
E. Ask the team members to analyze the impact of including this regulation.

Correct Answer: B, E
Section:

QUESTION 334
A project manager has commissioned a design study from a consulting firm to investigate a number of alternatives. The project manager has a strict policy on the cost of the study and has established a number of cost triggers and trend analyses.
Which tool is the project manager using?

A. Time and materials (T&M) contract
B. S-curve analysis
C. Earned value (EV)
D. Control chart

Correct Answer: A
Section:

QUESTION 335
A project using a hybrid approach to migrate from a current system to a new and enhanced system is underway. The plan is to migrate the system in stages. However, the operations team is complaining that they are not ready to start supporting the new system.
How should the project manager effectively approach this situation?

A. Include knowledge transfer sessions between the project and operations teams at every stage.
B. Prepare detailed documentation to be shared with the operations team during project closure.
C. Change the project management plan to add a final stage for product handoff to the operations team.
D. Create a lessons learned register to include operations team training for future projects.

Correct Answer: A
Section:

QUESTION 336
DRAG DROP
A new project manager for an agile project is reviewing, with an established team, some of the roles to avoid confusion on what to expect. Drag the description on the left to the appropriate role on the right.

Select and Place:

Team Member Impediment	Action
I am waiting for resources from another team before I can continue on this story.	Escalate
I finished my story but found that the acceptance criteria caused a conflict with another story.	Create or modify a story
I had to work on something that was not on the task board.	Ask the product owner

Correct Answer:

Team Member Impediment | **Action**

I am waiting for resources from another team before I can continue on this story.

I had to work on something that was not on the task board.

I finished my story but found that the acceptance criteria caused a conflict with another story.

Section:
Explanation:

QUESTION 337
DRAG DROP
The team has reported the following impediments at the daily standup meeting. Drag each impediment on the left to the action that the project manager needs to take on the right.

Select and Place:

Description	Role
Discuss inter-dependencies within other projects	Product Owner
Assign acceptance criteria and set goals	Scrum Master
Assume leadership as needed	Servant Leader

Correct Answer:

Description	Role
	Assign acceptance criteria and set goals
	Discuss inter-dependencies within other projects
	Assume leadership as needed

Section:
Explanation:

QUESTION 338
A project manager is assigned to a project to develop a mobile app. The sponsor explains that the application should do better than their closest competitor's app. The sponsor's expectation is that the team can be put together and start work immediately.
What should the project manager do?

A. Define the project scope with the stakeholders and determine how formal acceptance will be obtained
B. Start working on the resource management plan in order to identify the best team for the project.
C. Utilize expert judgment and organizational process assets (OPAs) to estimate the effort and budget
D. Review the competitor's app to understand the functionalities that the project scope should consider

Correct Answer: D
Section:

QUESTION 339
A senior project manager is assigned to lead a team of project managers to run a large initiative. One of the key stakeholders often bypasses the senior project manager and girves instructions to the other project managers directly.
What should the senior project manager do?

A. Tell the project managers to document the stakeholder's instructions.
B. Evaluate the stakeholder analysis to identify the stakeholder's influence.
C. Review the benefits realization plan with the sponsor and the stakeholder.
D. Escalate to the project sponsors and the manager of this stakeholder.

Correct Answer: B
Section:

QUESTION 340
Halfway through project execution, stakeholders ask for equipment that was expected to be procured. The project manager explains that the equipment was purchased, but differs from what the stakeholders are currently asking for. This is because the initial requirements were changed during a previous meeting.
What should the project manager have done to avoid this situation?

A. Ensured project requirements were validated and communicated with the procurement team
B. Ensured changing stakeholder needs and requests were properly monitored
C. Ensured procurement contracts were able be canceled when situations like this arise
D. Ensured that communications were sent to all stakeholders when requirements change

Correct Answer: D
Section:

QUESTION 341
A project manager noticed that a team member has been struggling with some tasks, which may ultimately impact the completion date. Team morale is low because they will not get the expected bonus if they do not finish on time.
What should the project manager do next?

A. Update the project schedule and budget estimates.
B. Ask the client to approve a delay in the project schedule.
C. Acknowledge the team for their accomplishments, encourage them, and offer assistance to avoid future delays.

D. Ask the human resources (HR) department to replace the team member and add an additional resource.

Correct Answer: C
Section:

QUESTION 342
One of the key stakeholders on the project team reaches out with an additional requirement that may impact the overall schedule. A discussion with another stakeholder suggests that this might just be a small task.
What should the project manager do?

A. Perform a qualitative risk analysis.
B. Coordinate design document preparation.
C. Request further clarification of the requirement.
D. Manage the engagement of this stakeholder.

Correct Answer: C
Section:

QUESTION 343
A project manager is in the middle or handling a major upgrade to an existing product. The project manager learns that the resources initially promised as part or the project are being moved to another priority project.
What should the project manager do?

A. Perform an impact analysis to see the effect on the project
B. Examine ways of modifying the scope of the project.
C. Adopt a resource leveling procedure to level the resources
D. Retrieve the documentation that shows the resource allocation

Correct Answer: A
Section:

QUESTION 344
Company A has a culture of adhering to policies and procedures. A project manager is applying an agile approach to their in-house software development project, but even with training, they are still unable to deliver efficiently.
What should the project manager do first to improve this situation?

A. Empower and coach the team members to focus on project delivery results.
B. Identify key team members who can influence others to contribute efficiently.
C. Follow company procedures and retrain team members on the agile approach.
D. Ask company management to delay the project and grant it additional time.

Correct Answer: A
Section:

QUESTION 345
A project manager is using a hybrid approach for a project. The project team created and reviewed the risk log with the stakeholders at the beginning of the project. However, midway through the project, the project team and stakeholders became misaligned with the risks and mitigation strategies.
When should the risks be reviewed to ensure alignment between the project team and the stakeholders?

A. During each steering committee meeting

B. During the retrospectives

C. During the risk register update

D. During each iteration and review

Correct Answer: D
Section:

QUESTION 346
A project is in the planning phase. The project manager notices that the available engineers do not have the required skills. Since outsourcing is not an option for this project, the project manager asks human resources (HR) to hire or assign engineers with the required skills.
However, the company cannot afford this at the moment.
What should the project manager do first?

A. Introduce a mentoring program to facilitate knowledge sharing.

B. Change the scope to include only the work that the team is qualified to do.

C. Add extra time for training during the course of the project.

D. Use the management reserve to obtain the needed resources.

Correct Answer: C
Section:

QUESTION 347
DRAG DROP
Drag the interpersonal skill on the left to the correct scenario on the right.

Select and Place:

Interpersonal Skills	Scenarios
Emotional Intelligence	Two team members are not agreeing with each other about a work item. Before the situation gets out of hand, the project manager interrupts and asks then to take a break and come back to the discussion later.
Networking	A team member always yells and swears, making others uncomfortable. The project manager manages the group's emotions so that others do not feel uncomfortable and asks the person to manage their emotions.
Conflict Management	The project manager communicates the vision to stakeholders and inspires them to support the work and outcomes of the project.
Leadership	The project manager values a developer on the team who always interacts with partners and is a very good resource for making positive lasting contacts.

Correct Answer:

Interpersonal Skills	Scenarios
	Conflict Management
	Emotional Intelligence
	Leadership
	Networking

Section:
Explanation:

QUESTION 348
During a project status meeting with senior managers, the project manager gives an update about the status of a deliverable. Some of the senior managers claim not to know about the deliverable.
What should the project manager do next?

A. Check if these stakeholders attend regular project meetings.

B. Meet with these stakeholders to review the project charter.

C. Review the project charter to validate this claim

D. Validate if the project charter changed from the original one.

Correct Answer: B
Section:

QUESTION 349
A project manager is assigned to an agile project that has an aggressive time line and a fixed budget. Currently, the majority of the items are in the backlog and only a few are in process or completed.
What should the project manager do?

A. Work on the backlog activities with fewer story points.

B. Ask for more resources to clear the backlog activities.

C. Prioritize which backlog activities should be kept.

D. Assign an owner for each backlog activity and track progress

Correct Answer: C
Section:

QUESTION 350
Team members of a new scrum team are skilled and excited about the project, despite never having worked together before. The project leader requested an offsite team building activity to talk about the project and get familiar with each other, but the activity was not approved by the sponsor who is trying to save money. The project leader believes it is important to hold a team building activity to bring the team together.
What should the project leader do?

A. Tell the team that the event will be handled at the end of the project due to current financial constraints

B. Bypass the event because the team members' seniority is enough to engage without further activities

C. Explain the financial constraint and ask each team member to pay their own share for the event

D. Use the office facilities and support to organize an interactive event for the team members inhouse

Correct Answer: D
Section:

QUESTION 351
A project manager held a meeting and framed the project schedule. A critical stakeholder, who was not consulted at the time of the schedule discussion, complained that the published dates are not agreeable due to a prescheduled task for another assignment.
What should the project manager do first?

A. Organize a new schedule framing meeting with the critical stakeholder to obtain input.

B. Discuss with the project sponsor and create a new project schedule.

C. Analyze the root cause of the issue and update the communications management plan.

D. Reach out to the project sponsor and request additional resources.

Correct Answer: A
Section:

QUESTION 352
A hybrid project is experiencing several issues with both the agile delivery of the product as well as the predictive development of a marketing strategy. What should the project manager do to receive feedback from stakeholders located in different time zones?

A. Send an email to all stakeholders.
B. Refer to the stakeholder engagement plan.
C. Set up a conference call for all stakeholders.
D. Refer to the communications management plan.

Correct Answer: D
Section:

QUESTION 353
A project team is in the planning phase of a product migration project. The project manager schedules a meeting with the project team, telecommunications team, and the department leaders with group product accounts. The purpose of the meeting is to determine the project timeline based on how much content needs to be transferred to or created in the new system and the processing procedures and time frames.
Who should the project manager also invite to the meeting?

A. Representative from the provisioning team
B. Representative from the network team
C. Representative from the reimbursement team
D. Representative from the service desk team

Correct Answer: B
Section:

QUESTION 354
A project sponsor is promoting the use of a new technology that has not yet been approved. The technology guarantees cost savings and a delivery ahead of schedule. However, the operational support at project completion is uncertain as the service organization expressed an inability to provide support without approval of the new technology.
What should the project manager do to resolve the conflict?

A. Seek to understand the project stakeholders' needs in an effort to support the new technology.
B. Communicate the project's progress to the stakeholders and promote the new technology.
C. Maintain and adhere to project plans to ensure the project delivers successful outcomes.
D. Acknowledge the lack of approval and focus on a resolution that will benefit the customer.

Correct Answer: D
Section:

QUESTION 355
A project manager is assigned to a project. There was a lot of conflict regarding the status of the project and compliance with international regulations. During a regular meeting, the sponsor wanted to know how frequently the risks are being reviewed.
Which document project manager should check first?

A. Risk management plan

B. Risk register

C. Issue log

D. Risk report

Correct Answer: B
Section:

QUESTION 356
A project manager has been hired to lead a governance consulting project that is in the initial phase. The project manager has been assigned to evaluate the supplier search activity. There are many interested candidates, including former suppliers and suppliers recommended by the sponsor.
What should the project manager do in this situation?

A. Evaluate suppliers who have worked successfully with the company before

B. Request the contracting area take charge of the supplier evaluation process

C. Prioritize evaluation of the suppliers recommended by the sponsor

D. Evaluate the suppliers based on their experience and skills in similar projects

Correct Answer: D
Section:

QUESTION 357
A transportation company is developing a new tool to improve their delivery process. As project development for sprint two began, the executive steering committee made a request to include a new capability to perform a what-if analysis in the tool based on the customer demand and forecast.
What should the project manager do next?

A. Revise the project schedule and budget based on the additional scope, and review with the team.

B. Include the new capability to the product backlog and continue activities based on the current plan.

C. Perform an impact analysis on the schedule and budget based on the additional scope.

D. Analyze and negotiate with the executive steering committee regarding this new request.

Correct Answer: C
Section:

QUESTION 358
A company initiated a project to introduce a new product to the market. The product must undergo the industry's regulatory process prior to approval and launch. However, the company sees a great demand for this product and wants it to launch as soon as possible.
What should the project manager do to realize this opportunity?

A. Communicate with the industry's regulatory authority to grant the company an exception.

B. Hire a third party who is an expert on the industry's regulations to work out the details.

C. Escalate the issue to the company's CEO who has experience with the regulations.

D. Comply with the regulatory requirements and work to compress the project schedule.

Correct Answer: D
Section:

QUESTION 359

Product implementation portions of a project are nearing completion. The project manager schedules a series of meetings to meet with the marketing management team. During the meeting, the marketing manager tells the project manager that some key members of the department will not be available to work on the implementation for the next 3 months.
What should the project manager do?

A. Shift those key members and assign them to another project.

B. Cancel the meeting series until the marketing team provides a solution.

C. Consult the project team and discuss the key team members' availability.

D. Consult the resource management plan and escalate to the sponsor.

Correct Answer: D
Section:

QUESTION 360
At a daily standup on the second day of the sprint, the product owner asks one of the developers to add more functionality to a product backlog item that was committed to in the sprint planning. The product owner explains that the change is based on a discussion they had with a user, is critical, and should be delivered in the next release.
What should the project manager do?

A. Ask the product owner to provide more details in the standup.

B. Organize a workshop after the standup to assess the impact.

C. Prepare a budget change request for additional resources.

D. Create a new product backlog item for the next sprint planning.

Correct Answer: B
Section:

QUESTION 361
A product owner is trying to understand how many of the user stones have been completed within a 2-week sprint. How should the project manager approach this situation?

A. Use retrospectives to deliver the finished products.

B. Invite the product owner to regular standup meetings.

C. Have a face-to-face conversation with the product owner.

D. Share the burndown chart with the product owner.

Correct Answer: D
Section:

QUESTION 362
A project manager is part of a cross-functional agile team. Throughout the project, it has become obvious that team members from different functional units have different perspectives of what the outcome should be.
What should the project manager do to resolve this?

A. Check to ensure the project outcome aligns with the project charter and statement of work (SOW).

B. Invite the project sponsor to the sprint review to provide clarity on the sprint outcome.

C. Ask the product owner to address the concerns about the project outcome during the sprint retrospective.

D. Schedule a meeting with the stakeholders to determine a consensus regarding the outcome.

Correct Answer: A
Section:

QUESTION 363
A project presently in the testing stage is nearing the closing phase, which will transition the completed project to the company's operations support team. However, many new members have just been added to the operations support team who are not familiar with the project and the project's acceptance is now at risk.
What should the project manager do to mitigate this transition risk?

A. Request the steering committee to reevaluate the feasibility of transitioning and closing the project given the personnel changes on the operations support team.

B. Request the steering committee to train only the selected operations team members who are familiar with the project and then train the new team members separately.

C. Request the steering committee to exclude the new team members during the transition and train the new members after the planned transition is completed

D. Request the steering committee to authorize an early project deployment (i.e., a "beta" transition release) and engage the operations support team in the early release.

Correct Answer: D
Section:

QUESTION 364
A project manager is working on a project to scale an operation globally. This endeavor required multiple interviews with various stakeholders. During the user story creation phase, the product owner met with multiple stakeholders who had different opinions about the requirements.
How should the project manager address this situation?

A. Ask the product owner to create the backlog.

B. Use a voting system for stakeholders.

C. Perform a stakeholder identification analysis.

D. Limit the participation from stakeholders.

Correct Answer: B
Section:

QUESTION 365
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. Let the team dynamics continue as is since the current team mix works well.

C. Encourage the chief technical designer to engage more with the team.

D. Ask the technical lead to drive the project s technical discussions.

Correct Answer: C
Section:

QUESTION 366
The project management office (PMO) assigns a project manager who specializes in hybrid approaches to a predictive project that is off track from both the cost and schedule perspectives.
The project runs into further delays as the project manager is ramping up on the project. The stakeholders are unhappy and ask senior management to replace the project manager.
How should the project manager approach this situation?

A. Meet with the stakeholders to understand their concerns and define an action plan to resolve issues.

B. Escalate the stakeholder issue to the management team and ask for help with resolving the conflict.

C. Socialize with the stakeholders to better understand their needs and reset expectations.

D. Continue to work on the project until the stakeholders and management come to a decision.

Correct Answer: A
Section:

QUESTION 367
A project manager has been assigned to a new project. The project schedule is extremely short. During an iteration review meeting. the key stakeholder mentions that they are experiencing some inefficiencies in their work processes.
What should the project manager do?

A. Perform a schedule impact analysis with the team.

B. Ask the team to evaluate their process

C. Review deliverables with the key stakeholder.

D. Seek support from the project sponsor.

Correct Answer: B
Section:

QUESTION 368
At a project status meeting, different activities were agreed upon for the following weeks. At the end of the first week. the project team realizes that the activities were executed in the wrong way because each team member had a different understanding. These misunderstandings have caused a delay in the project.
Which of the following actions should the project manager take to avoid this situation in the future?

A. Conduct reviews prior to performing activities.

B. Monitor the team's performance metrics.

C. Document the agreement in the meeting minutes.

D. Use a common communication terminology.

Correct Answer: D
Section:

QUESTION 369
A project manager is leading an agile project in an organization that has not executed this type of project before. In order to ensure the project is following the compliance requirements, what should the project manager do?

A. Use the risk register to document all of the compliance vulnerabilities generated by the project so that all decisions are well documented and approved by stakeholders.

B. Meet with the project management office (PMO)/compliance entity to work on process tailoring to ensure that the agile deliverables support the compliance requirements of the organization.

C. Follow the organization's process and deliverables for predictive projects, even if they compromise the agility and performance of the project.

D. Coach upper management on agile practices, explaining that an agile project is concerned with value delivery, and negotiate a way out of the compliance requirements.

Correct Answer: B
Section:

QUESTION 370
A project lead is managing a project in the execution phase. A new product owner was assigned and the project lead had their first meeting with the new product owner. During the meeting, the new product owner indicated the scope of the first release needs to be changed.
What should the project lead ask the product owner to do first?

A. Create new backlog items and discuss them in the next sprint retrospective.

B. Create new backlog items and discuss them in the next sprint planning.

C. Review the new backlog items and discuss them in the next standup.

D. Review the priorities of the existing backlog items included in the release.

Correct Answer: D
Section:

QUESTION 371
A project manager is working on an international effort that involves a project team located on four different continents. The project team is extremely proud of the progress they have made on a recent iteration of the project. However, senior stakeholders unfamiliar with the project's progress are concerned that the project may be unsuccessful.
What should the project manager do to help mitigate the stakeholders' concerns?

A. Create and send out a high-level progress summary to all stakeholders that has been approved by the program manager.

B. Setup an in-person status meeting so stakeholders can speak with the project team about their project concerns.

C. Setup a virtual meeting with the stakeholders to discuss concerns and provide regular progress updates every 2 weeks.

D. Ask key developers to identify the most important risks and what the project team is doing to address those risks for the stakeholders.

Correct Answer: C
Section:

QUESTION 372
During user acceptance testing, a project sponsor asks the project manager to add a couple of features. To meet the firm go-live date, the project team will need to work overtime.
What should the project manager do?

A. Submit an emergency change request and assign tasks to the team.

B. Request approval for overtime and a bonus to deliver on time.

C. Inform the sponsor that the project team cannot commit to more work.

D. Consult with the project team and provide options to the sponsor.

Correct Answer: D
Section: