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Exam A

QUESTION 1

A project manager is leading an automation project. The project team is colocated and includes people from both the technical and business units. The project manager discovers that personal differences and work styles are affecting the project negatively.

How should the project manager address this?

- A. Develop a schedule that ensures people with personal differences work separately.
- B. Invite the functional managers of the different units to address their personal differences.
- C. Use an approach to the project that does not involve colocation.
- D. Meet with the team and agree on expectations from team members.

Correct Answer: D

Section:

QUESTION 2

A facility extension project is in the execution stage. There is a project activity to connect the power of all new equipment to an existing facility, Point A, which requires a significant cable length. The construction team found that the power could be connected to Point B and save money.

What should the project manager do next?

- A. Perform a cost-benefit analysis to evaluate using the Point B option.
- B. Add the issue to the change log and request additional budget through the change control board (CCB).
- C. Seek a decision from the construction team after explaining the project budget and schedule constraint.
- D. Use the Point B option because it will save the project cost and time.

Correct Answer: A

Section:

QUESTION 3

A project manager is working on multiple building construction projects using a predictive project management approach. Senior leadership within the organization is promoting the inclusion of more agile practices into the current project methodologies. The project sponsor now wants the projects to use more agile methodologies.

Before mandating any agile methods to be used in a project, what should the project manager do first?

- A. Provide agile training to those who will be part of the project team.
- B. Shift all existing projects to agile methodologies with a strict timeline.
- C. Pause the current projects to align them to the new agile cadence.
- D. Assess the organizational culture and readiness for the transformation.

Correct Answer: A

Section:

QUESTION 4

A local company is developing a new product and, for the first time, using a remote team for the programming tasks of features. The design for the product comes from the local team. During the third sprint review, the product owner has concerns about the project's outcomes. The remote development team is complaining that they do not clearly understand the requirements conveyed in the daily standup meetings.

How should the project manager address this situation?

- A. Determine the communication needs, environment, and tools to get the message across.
- B. Document the risk in the risk management plan and use contingency reserves to hire a local vendor.
- C. Evaluate and reassign the developing tasks to a local vendor who has worked on previous projects.
- D. Review lessons learned from previous projects and organizational process assets (OPAs).

Correct Answer: A

Section:

QUESTION 5

A project team created user stories after understanding the customer requirements. As the project progresses, the project manager observes that there are too many change requests. The team feels that the outcomes they are working on are not aligned with the customer requirements.

What should the project manager do?

- A. Refer to the configuration management knowledge base for similar projects delivered in the past.
- B. Arrange for a workshop with the customer to understand the business values expected from the outcomes.
- C. Include a representative from the customer to work collaboratively with the team.
- D. Acknowledge that the current team needs improvement and hire more qualified team members.

Correct Answer: C

Section:

QUESTION 6

A project manager is managing a project with team members who are working all over the globe.

The project manager notices that each team member's deliverables do not meet the requirements.

What should the project manager do first?

- A. Assemble the project team via conference call to tell them that disciplinary action will be taken if any more noncompliant deliverables are submitted.
- B. Discuss the process used to create the noncompliant deliverables with the project team to see if there was a potential misunderstanding.
- C. Schedule time with the project sponsor to inform them that the project schedule is slipping due to the time it will take to rework the deliverables.
- D. Meet with the project team to explain that noncompliant deliverables must be reworked and submitted immediately to avoid project delays.

Correct Answer: B

Section:

QUESTION 7

A project manager is leading a project to develop accounting software for a trading firm. As the outcomes are being delivered, a new risk is identified regarding an indirect tax regulation that is being changed by the government in the next 6 months. This risk will have a significant impact on the project outcomes.

What should the project manager do next?

- A. Determine the impact of the risk and prioritize outcomes that do not affect the tax module.
- B. Delay developing the indirect tax module until the tax regulation comes into effect.
- C. Assess the impact of the risk with an expert and prioritize further outcomes with the client.
- D. Analyze the impact of the risk and discuss with the team to determine how to separate the tax module.

Correct Answer: C

Section:

QUESTION 8

An oil and gas project started without having acquired full funding for the project. The remaining funds were to be acquired during project execution. The acquisition of the remaining funds was delayed several months, resulting in a suspension of work by all contractors.

What should the project manager have done to prevent this from happening?

- A. Ensured the stakeholder anticipated obstacles to achieving financial closure on the remaining funds.
- B. Ensured the risk was adequately assessed and mitigated by the appropriate stakeholders.
- C. Ensured the stakeholder who was providing additional funds remained interested in the project.
- D. Ensured the project team monitored and reviewed the project risk register periodically.

Correct Answer: B

Section:

QUESTION 9

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. Provide the failed test results along with the agreed-upon acceptance criteria.
- B. Share unsuccessful results from previous projects with a similar scope.
- C. Document in the risk log that the issues in the system were already identified.
- D. Show that the acceptance criteria were changed by the vendor without approval.

Correct Answer: A

Section:

QUESTION 10

A project manager agreed to a team member's request to have an alternative working schedule whereby they begin working at 12:00 p.m. each day. This arrangement has worked well for the project, but has recently been scrutinized by members from other project teams because the company's core working hours begin at 9:00 a.m.

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

- A. Broken down the situation to identify the root cause
- B. Determined communication methods and channels
- C. Analyzed the boundaries of the negotiations for agreement
- D. Managed and rectified the ground rule violations

Correct Answer: C

Section:

QUESTION 11

The project sponsor reports that a key stakeholder is complaining about performance differences in the metrics reported by the project manager, which gives the impression that the project is out of control. The project manager has been providing the project's status according to the agreed- upon communications management plan. This key stakeholder, however, seldom attends the status report meetings.

What should the project manager do first to address this situation?

- A. Evaluate the communication needs to discover the gaps and adjust the original plan if needed.
- B. Use the contingency reserves to implement fast tracking and improve the schedule key performance indicators (KPIs).
- C. Review the resource breakdown structure (RBS) to request the main stakeholder's manager to replace the stakeholder.
- D. Provide evidence to the project sponsor that the project is on track and the communications have been sent.



Correct Answer: A

Section:

QUESTION 12

A team has had issues with behavior on an ongoing project, which is causing conflicts. As a result, the team is losing momentum and falling behind in its sprints. How should the project manager handle this situation?

- A. Engage a counselor to reconcile the situation between the team members affected.
- B. Control backlog assignments and reduce direct communications between team members.
- C. Revisit the ground rules and team communication protocols, and discuss what is happening.
- D. Require team members experiencing the conflicts to take a day off from work.

Correct Answer: C

Section:

QUESTION 13

The change control board (CCB) has approved a change request to add a new component within a product. The operations manager discovers the change after its approval and complains that the implementation of the change will cause significant disruption to the production line. What should the project manager do first?

- A. Formally acknowledge the operation manager's concerns and raise a new risk that the project may deliver late and over budget due to manufacturing difficulties.
- B. Escalate the issue to the project sponsor, as the decision to add the component brings many benefits even though it will be disruptive to the production line.
- C. Lead a root cause analysis workshop with the design team to identify the failures that led to the decision to add a component that was not compatible with the production line.
- D. Meet with the operations manager to explain the background for the change and understand the operation manager's concerns about the change.

Correct Answer: D

Section:

QUESTION 14

A project manager is leading a fast-moving project with strict deadlines and minimal time to deliver each milestone. The project manager discovers that one of the remote team members, who puts a lot of effort into delivering the project, has confided in an on-site team member. The remote team member feels they are not being adequately rewarded and recognized for their job. What should the project manager do?

- A. Make arrangements with the resource's functional manager to relocate the team member to another existing project.
- B. Send a copy of the engagement contract to the remote team member and indicate that the team member is entitled to what is included in the contract.
- C. Inform the human resource (HR) manager of this situation and ensure this news does not spread.
- D. Engage the remote team member, empathize with them, and let them know their contribution is appreciated regardless of their remote work status.

Correct Answer: D

Section:

QUESTION 15

In a financial company, a strategic project has been planned to use a predictive approach. During project planning, the product leader requests that milestones be submitted for review. There is a defined scope and an established deadline to conclude the project.

What should the project manager do first to meet the product leader's expectations?

- A. Change the project charter to indicate that the approach will be different.

- B. Inform the product leader that they must wait until the end of the project.
- C. Meet with the software team to review the possibility of monthly milestone reviews.
- D. Modify the project management plan to use an agile framework to incorporate milestones.

Correct Answer: C

Section:

QUESTION 16

A project team is preparing a report for the stakeholders. The team gathers and collates a large amount of data to be included in the status report. What should the project manager do next?

- A. Ensure the team follows standard operating procedures (SOP) for creating a stakeholder report.
- B. Instruct the team to make only a graphical representation of all the data for the report.
- C. Instruct the team to conduct a meeting with the stakeholders before finalizing the report.
- D. Instruct the team to analyze and interpret the data before including it in the report.

Correct Answer: D

Section:

QUESTION 17

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 18

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 19

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 20

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 21

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 22

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 23

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 24

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 25**

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 26

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 27

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 28

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 29

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 30

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 31

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 32

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 33

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 34

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 35

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 36

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 37

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 38

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 39

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 40

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 41

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 42

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 43

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 44

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 45

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 46

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 47

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 48

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 49

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 50

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 51

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 52

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 53

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 54

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 55

A project is near completion but it is behind schedule. The contingency budget has already been 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 56

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 57

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 58

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 59

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 60

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:

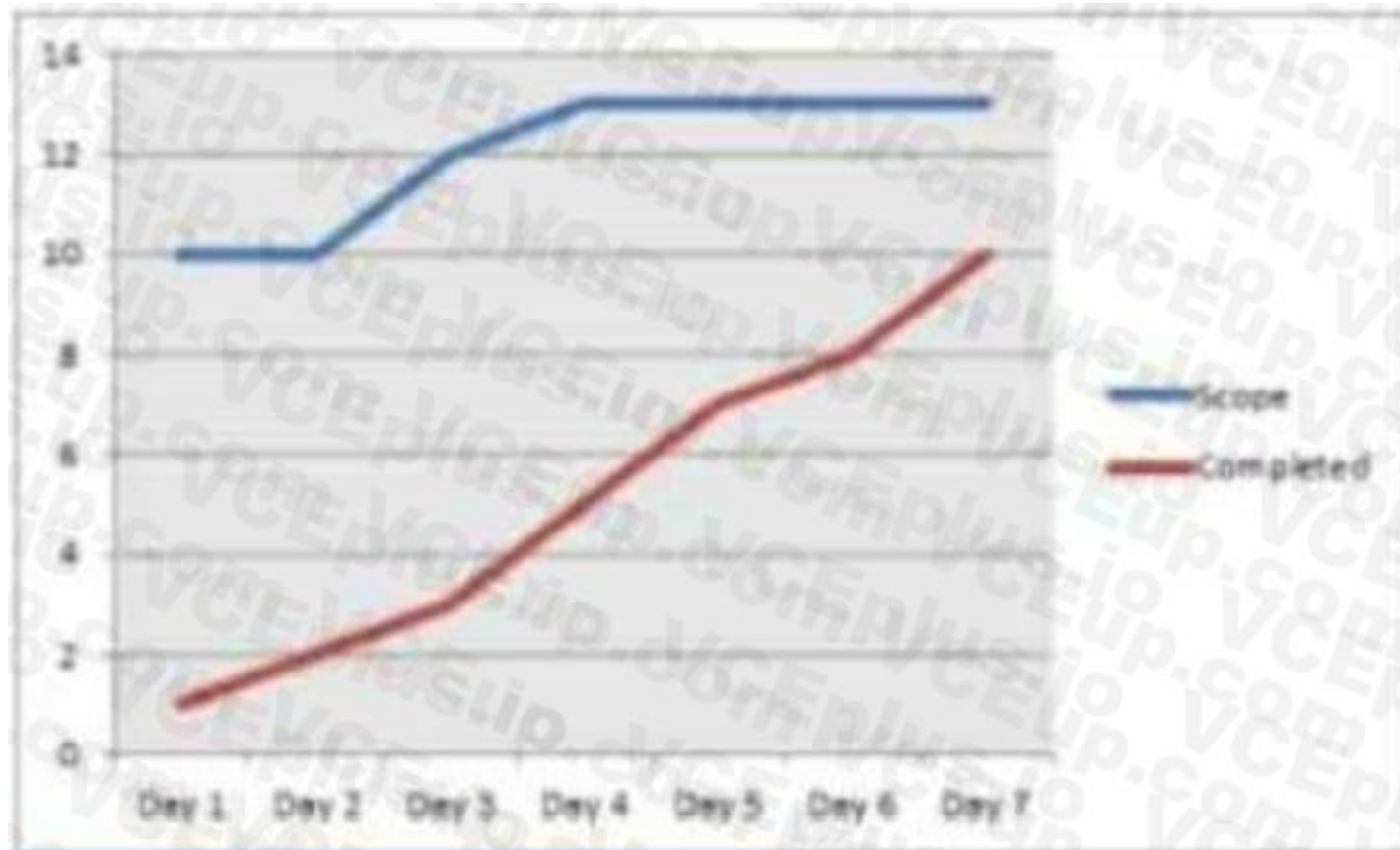
Explanation:

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 61

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.

vdumps

Correct Answer: B

Section:

QUESTION 62

A project just kicked off and management's expectation is to ensure that the deliverable of the first iteration helps the marketing team present the product prototype to potential customers. What should the project manager do?

- A. Increase the details of the work breakdown structure (WBS) to minimize errors and delays
- B. Split the backlog into phases to ensure that the key features are delivered first
- C. Ask the sponsor to prioritize some functionalities of the product
- D. Identify the minimum functionality required for the product

Correct Answer: D

Section:

QUESTION 63

A project manager is in rapid development mode on a joint application development module. The company wants delivery to occur in two weeks. The module needs to be integrated with other modules on a similar timeline, but release management has a three-week backlog. What should the project manager do?

- A. Push the team to deliver more so that the modules are developed and rolled out according to management's request
- B. Speak to the stakeholders to resolve the bottleneck and see how the entire process can be streamlined
- C. Have the team work toward the tighter deadline so that integration will be easier
- D. Speak to the team and slow the current pace to ensure the team is in alignment with the release date

Correct Answer: B

Section:

QUESTION 64

An organization is introducing agile to its projects. During an informal discussion the project manager learned that team members who are currently working on different teams are discussing how they would like to be together on the same team.

What should the project manager do?

- A. The project manager should not allow resources to choose teams because the project manager assigns the resources based upon project needs
- B. The project manager should not allow resources to choose on which team they would like to work because they will always choose their favorite team
- C. The project manager should allow the resources to periodically choose on which team they would like to work
- D. The project manager should indicate that the team members have already been assigned to a team through workforce optimization

Correct Answer: D

Section:

QUESTION 65

During a retrospective meeting a project manager hears that stakeholders have been constantly complaining at iteration demos about product features not being delivered as requested.

What advice should the project manager give to the Product owner to ensure that product features are always delivered as requested?

- A. Include stakeholders during daily standup meetings to monitor progress
- B. Validate acceptance criteria with stakeholders prior to backlog refinement
- C. Avoid including stakeholders in iteration reviews
- D. Create a requirements traceability matrix and distribute it accordingly

Correct Answer: B

Section:

QUESTION 66

A project for a new product launch is in a very initial stage and the requirements are evolving.

Due to stiff competition in the market, the customer would like to launch the product keeping the scope flexible. The project team intends to start the work based on the forecast of a similar project delivered last year.

Which project approach suits the scenario?

- A. Execute it as a Scrum project
- B. Execute it as a predictive project
- C. Execute it using the same approach as the reference project
- D. Execute it as a project with stage gates

Correct Answer: A

Section:

QUESTION 67

A project team is experiencing delays in completing a task that turned out to be more complex than initially estimated. This is a critical task that could impact current iteration goals. What two options will help the team initially address this obstacle? (Choose two.)

- A. Escalate the issue to the project sponsor
- B. Review and update dependencies
- C. Schedule a retrospective
- D. Conduct a root cause analysis
- E. Create a risk management plan

Correct Answer: B, D

Section:

QUESTION 68

The project manager of an agile project has been asked to reduce the budget by 30%. Since this is a small project team, the budget is primarily allocated to resources. What strategy should the project manager use in order to keep delivering value in a restricted environment?

- A. Reduce the project staff and adjust the scope and timelines accordingly in support of the budget reduction
- B. Balance the project team in order to accommodate the budget challenges, and provide training to mitigate the risk of low performance
- C. Prioritize the product backlog looking for high business value and low effort, and adjust the project budget and staffing to account for those items
- D. Restrict the project scope only to basic critical features and run the project with the current staffing level until all of the budget is consumed

Correct Answer: C

Section:

QUESTION 69

During the implementation phase of a project, a new regulation affects the project, and a critical status meeting discussing the scope changes is required. The project manager discovers that a key stakeholder cannot attend the scheduled meeting.

What should the project manager do?

- A. Call for a change control board (CCB) meeting, and inform the stakeholder about the outcome
- B. Update the communications management plan and implement the change
- C. Meet with the project sponsor to discuss how to address the situation
- D. Meet with the stakeholder prior to the meeting to obtain their opinion

Correct Answer: D

Section:

QUESTION 70

A new project has been kicked off following a planning session. The project is under direct oversight of an executive in the organization. After a review meeting, the project manager overhears an executive request a dashboard from one of the team members to show the overall project status.

What should the project manager do?

- A. Update the stakeholder engagement assessment matrix
- B. Update the communications management plan to include informal requests
- C. Ask the team member to develop a dashboard to fulfill the request
- D. Tell the team member to route the request through the project manager

Correct Answer: B

Section:

QUESTION 71

A project manager is managing a project which has a very complex and long execution period.

Although the project is mostly predictive, the team was able to break the design and execution into smaller packages using a hybrid framework. The business wants to keep track of the value delivered by this framework application but there is no defined set of measurable items for the framework.

What should the project manager do first?

- A. Work with the stakeholders to determine which measurable benefits can be tracked and assign an accountable person to monitor and report them
- B. Create a report based on the work breakdown structure (WBS) and update it on a regular basis.
- C. Use the same benefits tracking process from the last predictive project and add this to the monthly status report
- D. Research which templates of reports were used the most for this framework and incorporate them into the project

Correct Answer: A

Section:

QUESTION 72

Early in the execution phase, a project manager discovers that recent changes in enterprise environmental factors (EEFs) will severely reduce the implementation cost and shorten the project schedule.

How should the project manager address this situation?

- A. Meet with the project team to decide how the remaining budget will be spent
- B. Keep the extra budget as management reserve until project closeout
- C. Give the team extra time to finish tasks within the original timeline
- D. Follow the project escalation policy and communications management plan



Correct Answer: D

Section:

QUESTION 73

A group has been working together for one month. During daily meetings a team member continues to express issues in completing their tasks.

What should the project manager do?

- A. Wait for the team to identify and solve the problem independently
- B. Move the team member to another task that is more skill appropriate
- C. Have a confidential discussion with the team member to identify the root cause
- D. Start a discussion with all team members to help resolve the issues

Correct Answer: C

Section:

QUESTION 74

A team has different ideas on how to address a feature of a product under construction and; although the sprint began two days ago, they have still not reached a consensus.

What should the project manager do?

- A. Ask the product owner, who is the key stakeholder, to choose among the different ideas
- B. Propose ideas to the group, ask everyone to vote, and then choose the most popular idea

- C. Schedule a session to give everyone the chance to express their opinions about each idea, then vote and decide
- D. Offer an opinion about the pros and cons of each idea and try to reach a consensus in a facilitated meeting

Correct Answer: D

Section:

QUESTION 75

A junior staff member was recently assigned to the team. The new team member tells the project manager that they are confused because they are not familiar with what is expected of them on the project. What should the project manager do to assist the new team member?

- A. Advise the new team member to enroll in project management training
- B. Instruct the new team member to review the responsible, accountable consult, and inform (RACI) matrix before asking for help
- C. Advise the new team member to review the project charter and stakeholder engagement plan
- D. Review the resource management plan and provide mentoring to the new team member if necessary

Correct Answer: D

Section:

QUESTION 76

Which three of the following scenarios are impediments to which a scrum master should pay attention? (Choose three.)

- A. A team member talking about a user story that is not on the Scrum board
- B. A team member talking about a user story that is on the Scrum board
- C. A technology that blocks agile capabilities
- D. A lack of team empowerment and an inability to self-organize
- E. A review of the backlog at daily standup meetings



Correct Answer: C, D, E

Section:

QUESTION 77

A project team is engaging a development team in another country to develop software. During progress reviews, the project manager identified completion date delays due to rework because there were different interpretations of the client's needs.

What should the project manager do?

- A. Set up a meeting with key stakeholders to clarify requirements
- B. Escalate to the project steering committee and request additional time
- C. Travel to the development team's office to push the schedule
- D. Create prototypes with the development team to confirm requirements

Correct Answer: D

Section:

QUESTION 78

A team has been working on a project for several months, but the completion date is unclear because the scope is changing frequently as new knowledge is gained. Some deliverables have already been completed, but when new stakeholders join the team, they complain that project outcomes are not meeting business goals.

How can the project manager prevent this situation from happening in the future?

- A. Create a prioritized backlog and define iteration review sessions with stakeholders
- B. Create a detailed work breakdown structure (WBS) and milestone schedule approved by all stakeholders
- C. Schedule a daily meeting to review team performance and impediments
- D. Schedule a kick-off meeting for every project phase to share the project management plan with all stakeholders

Correct Answer: A

Section:

Explanation:

Rework only happens when you do not satisfy client needs and requirements. Since there are different interpretations of client's needs, it is best to meet with the client and clear it for once and all. This will remove the confusion all teams will work towards the same requirements/goals.

Explanation:

QUESTION 79

A company recently used desktop research for a feasibility study, which showed that the project is behind schedule. The project team also has concerns about the impact of scope changes on the project schedule. What should the project manager do to keep the project on schedule while still meeting project objectives?

- A. Collaborate with the change control board (CCB) to review the scope and submit any change requests
- B. Submit a change request to the CCB and update the schedule
- C. Update the scope and add more resources to the project
- D. Update the scope and move on to the next project milestone

Correct Answer: A

Section:

QUESTION 80

A project manager has been using predictive methodology for more than 10 years and is switching to an agile project. The team members have not previously worked together. After two sprints of work, the team has not achieved any outcome and there is a lot of pressure to get work done.

What kind of leadership style should the project manager use at this stage?

- A. A directive style that makes decisions for the group to reach early outcomes
- B. A leadership style that coaches people who want help and fosters greater team collaboration
- C. A passive leadership style that allows the team to self-organize until the norming stage is reached
- D. A democratic style that uses techniques where majority opinion prevails

Correct Answer: B

Section:

QUESTION 81

A project manager has been assigned to lead a project to deploy a new system. The stakeholders disagree on the project objectives and approach. What should the project manager do?

- A. Create a roles and responsibilities matrix based on the project charter and ask the sponsor to share it with all stakeholders to provide credible authority
- B. Conduct scoping workshops with the project team to create a work breakdown structure (WBS), assign tasks to various entities, share this with all stakeholders, and ask the team to complete their tasks as scheduled
- C. Conduct a general meeting with all stakeholders and review and address a list of activities for each of them
- D. Breakdown the situation to identify the root causes for the disagreement and then work with each stakeholder and participating entity on their exact roles and responsibilities



Correct Answer: D

Section:

QUESTION 82

The project manager started a new project and must ensure that the team members and stakeholders are adequately trained. After an interview with the team, the project manager discovers that all resources have experience in different agile methodologies.

What should the project manager do?

- A. Make sure the project team is aware of all agile techniques
- B. Skip the training because the team already understands agile
- C. Ensure the team has a common understanding of agile
- D. Teach one agile methodology fully and completely

Correct Answer: C

Section:

QUESTION 83

A project manager invites the company CEO, sponsor, team members, and an external client representative to a meeting to review the project management plan.

The project manager starts to present the budget but the CEO suddenly asks to end the meeting.

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

- A. Reviewed the communications management plan before inviting an external client representative to the meeting
- B. Reviewed the cost management plan with internal participants and CEO prior to inviting an external client representative to the meeting
- C. Performed a root cause analysis with the external client representative and documented the findings in the lessons learned register
- D. Sent the presentation slides to internal participants first and then to the external client representative prior to the meeting

Correct Answer: B

Section:

QUESTION 84

A project manager is assigned to a new project to deliver a product at the end of the year. The project manager was informed by the vendor that a core component could not be shipped on time, which will impact the schedule.

What should project manager to do next to minimize the impact on the project?

- A. Schedule a meeting with all stakeholders to extend the project deadline
- B. Replace the vendor with a new vendor who can offer the component on time
- C. Add an item to the next status review to make stakeholders aware of the vendor issue
- D. Review and update the issue log and determine if any alternative components can be offered

Correct Answer: D

Section:

QUESTION 85

In a hybrid project, the customer decided on a major change for the project design. This change was approved and the impact on schedule and budget is known.

The software team leader, who is supposed to develop the software, refuses to commit to delivery dates claiming that they work using an agile approach and cannot commit to a final delivery date. The hardware team depends on this software to develop their part of the product.

What should the project manager do?

- A. Add this risk to the risk register and monitor it according to the risk management plan
- B. Escalate this to higher management and ask for help to resolve the issue
- C. Impose the delivery dates on the software team leader and notify the functional manager about the situation
- D. Ask the software team leader to use a predictive approach and commit to a delivery date

Correct Answer: A

Section:

QUESTION 86

A project manager is having difficulty acquiring final acceptance of some deliverables from a stakeholder for reasons that seem to be outside of the project acceptance criteria. What should the project manager do?

- A. Persuade this stakeholder using emotional intelligence skills to obtain acceptance.
- B. Obtain final acceptance from another stakeholder who is also familiar with the project.
- C. Escalate this issue to the project sponsor and ask for support in obtaining final stakeholder acceptance.
- D. Create a project acceptance waiver noting the stakeholder's concerns so they can be addressed later.

Correct Answer: C

Section:

QUESTION 87

How should the project manager develop the project management plan to ensure that the project continually delivers the expected benefits?

- A. Clarify project benefits with the sponsor
- B. Identify the goal of each work product
- C. Perform integration testing of each release
- D. Include the entire project team in testing

Correct Answer: B

Section:

QUESTION 88

During project execution, a project manager is informed that most of the project team members have enrolled in the newly implemented work-from-home company policy. How should the project manager reflect this change in the project?

- A. Update the communication styles for enrolled team members in the communications management plan.
- B. Update roles and responsibilities for enrolled team members in the responsibility assignment matrix (RAM).
- C. Update the stakeholder engagement plan to include the emergency contact information for enrolled team members.
- D. Update the resource calendar for enrolled team members in the resource management plan.

Correct Answer: A

Section:

QUESTION 89

A project manager for a large multiyear industrial project has a project with diversified stakeholders from various geographical areas. Recently, the project manager encountered an issue with stakeholder engagement. Which two tools should the project manager use to determine the underlying reason for why engagement is not having the planned effect? (Choose two.)

- A. Five whys
- B. Communications management plan
- C. Ishikawa diagrams
- D. Issue log
- E. Open-space meetings

Correct Answer: A, C

Section:

QUESTION 90

A project manager is assigned to a project within a program. The high-level requirements of the project are known, but the priorities of some of the requirements are uncertain as they are interdependent on some other pipeline projects within the program.

How should the project manager prepare for the next steps of the project?

- A. Escalate to the management team to increase the timeline based on the complexity of the project
- B. Wait for the other project estimates before planning the schedule
- C. Prioritize and estimate the milestones for the high-level requirements based on historical data
- D. Ask the project management office (PMO) to estimate the tasks for all the projects and share the project management plan

Correct Answer: C

Section:

QUESTION 91

A new team member has joined an agile project, replacing a team member who recently left. The project team needs the new team member to speed up their ability to contribute effectively to the project.

What should the project manager do to help in this situation?

- A. Assign the new team member the same tasks that were assigned to the previous team member who they replaced
- B. Schedule knowledge transfer sessions and assign less complex tasks to the new team member
- C. Send technical documentation to the new team member and schedule training for the next iteration
- D. Have the new team member complete all of the company's mandatory training

Correct Answer: B

Section:

QUESTION 92

A team is holding the first demonstration of the software built to date on a medium-sized project.

The product owner has uncovered a number of issues they would like to be addressed before providing approval.

How should the project manager approach this problem?

- A. Plan to address the issues through backlog grooming and incorporate them into the next sprint
- B. Refer the product owner to the change management plan, then escalate to the steering committee
- C. Refer the product owner to the signed business requirement document and explain that the current plan cannot facilitate these changes
- D. Tell the product owner the issues will be addressed in the second version of the software

Correct Answer: A

Section:

QUESTION 93

A project manager has just finished initiating a project. While planning the project manager notes that several essential team members do not have the required skills for key tasks later in the project. What should the project manager do first?

- A. Develop the resource management plan and ensure adequate training
- B. Replace the current project team members
- C. Outsource the task to be completed by a specialized vendor
- D. Update the issue log to account for the lack of team member qualifications

Correct Answer: A

Section:

QUESTION 94

A project to develop a large hydropower plant is in the implementation phase and is managed using a hybrid approach. What should the project manager do to ensure full compliance of quality requirements during the execution phase?

- A. Analyze the quality requirements.
- B. Plan quality management
- C. Continually survey the quality of the deliverable
- D. Set up quality policies and procedures

Correct Answer: C

Section:

QUESTION 95

A project manager finished reviewing the project deliverables for the current iteration with the customer. A new key stakeholder who just joined the customer's team, complains that the results do not provide the capabilities the business anticipated.

What should the project manager do to address this issue?

- A. Create a change request and update the scope management plan
- B. Conduct stakeholder identification and a project objectives review session
- C. Update the stakeholder list and fix the deliverables
- D. Update the project management plan and lessons learned

Correct Answer: B

Section:

QUESTION 96

As part of the strategic plan, a company decides to implement a new software platform to manage a centralized document repository. Some requirements are clear and some need more detail. What should the project manager do first to decide how to manage this project?

- A. Select a predictive development life cycle based on the team's experience
- B. Determine the most appropriate life cycle approach for the project
- C. Register all requirements into a backlog for further detailed analysis
- D. Split the requirements, put them into two separate projects, and apply different approaches

Correct Answer: B



Section:

QUESTION 97

One team member is not as active as the rest of the team during a brainstorming session. The project manager has a separate conversation with the team member and learns that the team member is slightly hearing impaired. The team member appreciates the project manager's concern. The project manager then decides to change the time and room for the meeting to ensure everyone can participate. What interpersonal skill did the project manager use?

- A. Networking
- B. Emotional intelligence
- C. Conflict management
- D. Influencing

Correct Answer: B
Section:

QUESTION 98

DRAG DROP
Drag the technical practices on the left to the scenario on the right.

Select and Place:

Technical Practice	Scenario
Spikes	The team builds the demo first and add features to the initial product.
Test-Driven Development (TDD)	The team knows the acceptance criteria and needs to work backward.
Continuous Delivery	The business analyst has written use cases before the sprints started.
Behavior-Driven Development	The team needs to investigate a new approach.

Correct Answer:

Technical Practice	Scenario
	Spikes
	Behavior-Driven Development
	Test-Driven Development (TDD)
	Continuous Delivery

Section:

Explanation:

QUESTION 99

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 role on the right.

Select and Place:

Answer Area

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:

Answer Area

Description

Role

Assign acceptance criteria and set goals

Assume leadership as needed

Discuss inter-dependencies within other projects

Section:

Explanation:

QUESTION 100

DRAG DROP

Drag the organizational characteristics on the left to the correct scenario on the right.

Select and Place:

Answer Area

Organizational Characteristics

Scenario

Roadblock to achieving changes

Organization's willingness to shift the way it views, reviews, and assesses employees

Appetite for change by leading by example

Work is decomposed into department silos, creating dependencies that prevent accelerated delivery

Change tolerant

Decomposing work into iterative prototypes involves rework and needs change management techniques to address the hurdle of transitioning to agile

Change associated with agile

The scrum master tries to use agile techniques and practices wherever possible

Correct Answer:

Answer Area

Organizational Characteristics

Scenario

Appetite for change by leading by example

Roadblock to achieving changes

Change associated with agile

Change tolerant

Section:

Explanation:

QUESTION 101

DRAG DROP

A project manager is assigned to a hybrid project involving multiple sectors. The sectors collaborated in the joint venture delivery facility. The chief executive officer (CEO) from each participating sector is a sponsor of the project. Each sector nominated project representatives, who in turn appointed a product owner who was the most experienced in delivering such projects. Match the stakeholders on the left with the appropriate frequency for updates.

Select and Place:

Stakeholders	Frequency of Updates
Executive committee	Weekly status updates
Project representatives	Critical milestones updates
Product owner	Daily status updates

Correct Answer:

Stakeholders	Frequency of Updates
	Product owner
	Executive committee
	Project representatives

Section:

Explanation:

QUESTION 102

DRAG DROP

According to a new product development process, the marketing department will begin adding business and user requirements directly into agile project documents. Drag the product information on the left to the correct documents on the right.

Select and Place:

Answer Area

Product Information

Competitive differentiators a product can provide

Description of how credit card data privacy is handled when a user makes a purchase

Confirmation that a test successfully showed that a user mistake is well handled

Documents

Definition of Done (DoD)

Product Backlog

Product Vision

Correct Answer:

Answer Area

Product Information

Documents

Confirmation that a test successfully showed that a user mistake is well handled

Description of how credit card data privacy is handled when a user makes a purchase

Competitive differentiators a product can provide

Section:

Explanation:

QUESTION 103

 **dumps**

DRAG DROP
For an ongoing project, match the key performance indicators (KPIs) on the left to the correct categories on the right.

Select and Place:

KPIs

Revenue

Budget

Market share

Project duration

KPIs that could reflect project size

KPI1

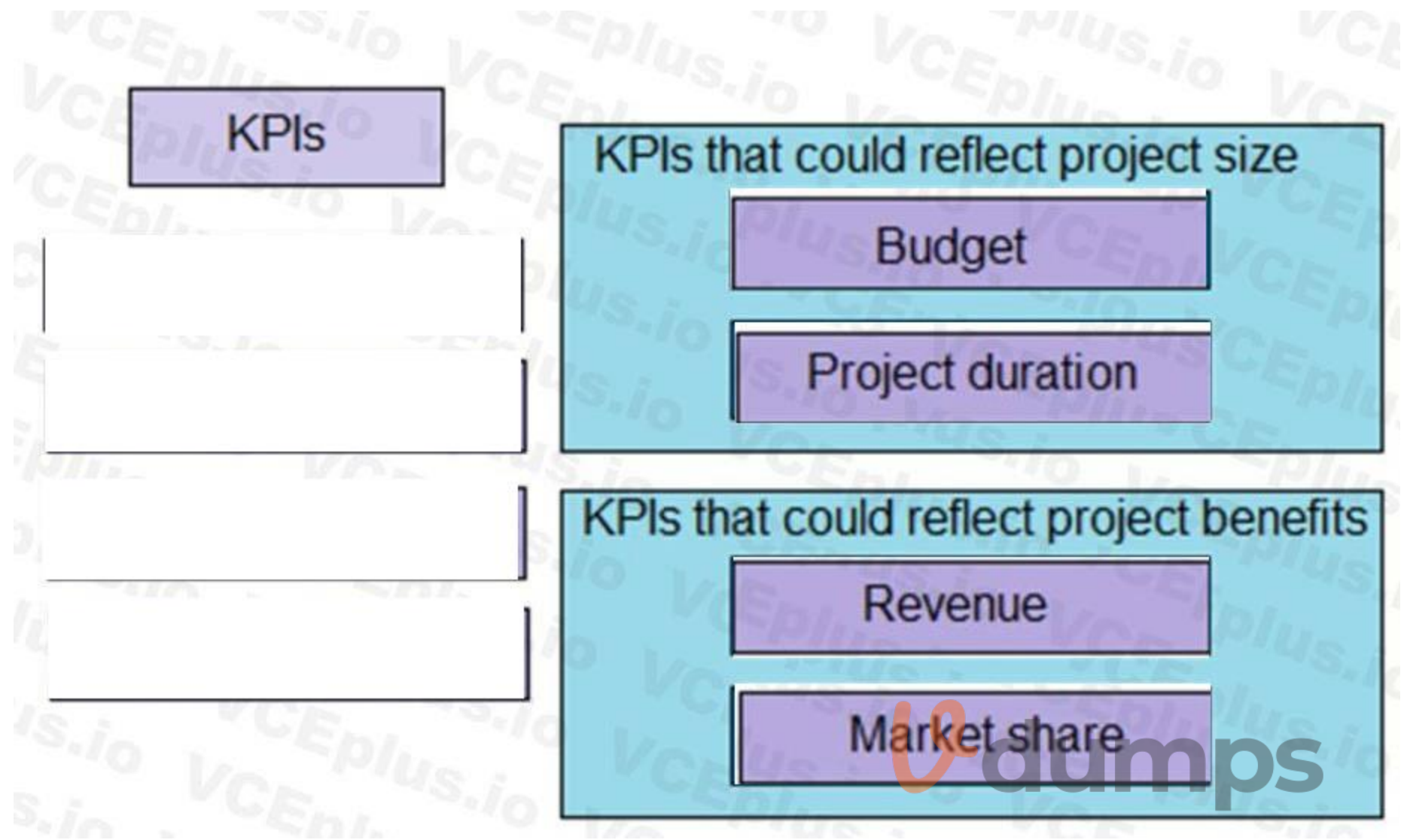
KPI2

KPIs that could reflect project benefits

KPI1

KPI2

Correct Answer:



Section:

Explanation:

QUESTION 104

DRAG DROP

The project manager is having difficulty communicating with one of the team members. The team member recently attended a training course and has been training other team members in a new agile technique. However, sometimes the team member is forceful in pushing ideas even if other team members are uncomfortable.

What personality indicators should the project manager consider when determining what communication style to use with this team member?

Select and Place:

Answer Area

Drag The Personality Indicator #1 To The Team Member

Introverted (I)

Team Member

Extroverted (E)

Drag The Personality Indicator #2 To The Team Member

Judging (J)

Team Member

Perceiving (P)

Correct Answer:

Answer Area

Drag The Personality Indicator #1 To The Team Member

Introverted (I)

Extroverted (E)

Drag The Personality Indicator #2 To The Team Member

Judging (J)

Perceiving (P)

Section:

Explanation:

QUESTION 105

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:

Answer Area

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:

Answer Area

Team Member Impediment	Action
	I am waiting for resources from another team before I can continue on this story.
	I finished my story but found that the acceptance criteria caused a conflict with another story.
	I had to work on something that was not on the task board.

Section:

Explanation:

QUESTION 106

DRAG DROP

An agile team is geographically separated across multiple continents, and the project manager is in the process of identifying the tools to manage the communication among the virtual teams. Drag the appropriate tool on the left to each project task on the right.

Select and Place:

Answer Area

Tool

Online bulletin boards

Chat rooms

Video conferencing

Version control system

Project Task

Negotiation

Routine information

Project deliverables

Team discussion

Correct Answer:

Answer Area

Tool

Project Task

Video conferencing

Online bulletin boards

Version control system

Chat rooms

Section:

Explanation:

QUESTION 107

DRAG DROP

Drag the characteristics of the stage on the left to the correct Tuckman Ladder stage on the right.

Select and Place:

Answer Area

Characteristics

Team members argue and are not openly collaborative

Members are reassigned to other projects

Team members are independent and work in silos

Members adjust their work habits with trust

Members are independent and work effectively

Stages

Adjourning

Forming

Storming

Norming

Performing

Correct Answer:

Answer Area

Characteristics

Stages

Members are reassigned to other projects

Members are independent and work effectively

Team members argue and are not openly collaborative

Members adjust their work habits with trust

Team members are independent and work in silos

Section:

Explanation:

QUESTION 108

DRAG DROP

A project manager is worried that a key stakeholder is not participating in the project and has concluded that the final product is not as good as it could have been if the stakeholder had been more involved. Drag the scenario on the left to the correct risk response strategy on the right.

Select and Place:

Answer Area

Scenarios	Risk Response Strategies
Check for options to exclude the stakeholder	Transfer
Analyze if someone else could contribute	Accept
Discuss with the stakeholder and earn buy-in	Avoid
Record the observations and move ahead	Escalate
Address the issue with the stakeholder's superior	Mitigate

Correct Answer:

Answer Area

Scenarios

Risk Response Strategies

Analyze if someone else could contribute

Record the observations and move ahead

Check for options to exclude the stakeholder

Address the issue with the stakeholder's superior

Discuss with the stakeholder and earn buy-in

Section:

Explanation:

QUESTION 109

DRAG DROP

Drag the interpersonal skill on the left to the correct scenario on the right.

Select and Place:

Answer Area

Interpersonal Skills

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 them 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.

Scenarios

Correct Answer:

Answer Area

Interpersonal Skills

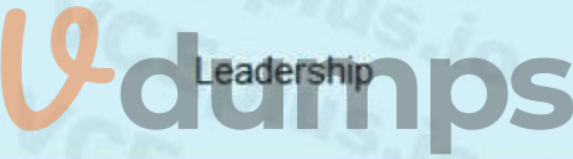
Scenarios

Conflict Management

Emotional Intelligence

Leadership

Networking



Section:
Explanation:

QUESTION 110
DRAG DROP
Drag the items on left side to the matching term within the correct project.

Select and Place:



Correct Answer:

 **vdumps**

	Predictive
	are defined up-front before development team begins
	are constrained as much as possible
	are controlled by detailed planning
	are involved at specific milestones
	Agile
	are elaborated frequently during delivery
	are incorporated in real-time during delivery
	are controlled as requirements and constraints emerge
	are continuously involved

Section:

Explanation:

QUESTION 111

DRAG DROP

An experienced project manager is overseeing a merger and acquisition project. The project manager reacted differently to different threats identified on the project

Drag the mitigation strategy on the left to the project manager's actions on the right

Select and Place:

Mitigation Strategies	Project Manager's Actions
Mitigate	The project manager studied the threat and found it is out of their authority and scope.
Accept	The project manager analyzed the threat, took action to reduce the probability of occurrence, and conducted some additional tests.
Avoid	The project manager identified the threat and decided to review it periodically rather than take action.
Escalate	The project manager identified the threat, discussed it with the sponsor, and bought an insurance plan to handle it.
Transfer	The project manager determined the threat was severe and acted promptly to handle this risk by changing project strategies and reducing project scope.

Correct Answer:

Mitigation Strategies	Project Manager's Actions
	Escalate
	Mitigate
	Accept
	Transfer
	Avoid

Section:

Explanation:

QUESTION 112

DRAG DROP

A few months into a project, several schedule issues have emerged. Drag the schedule problems on the left to the specific tools on the right that if implemented during schedule development could have prevented the issues.

Select and Place:

Schedule Problem	Tool or Technique
Incomplete or incorrect activity dependencies	Parametric assessment
Missing activities	Precedence diagramming method
Incorrect sequencing	Decomposition
Unrealistic activity durations	Critical path method

Correct Answer:

Schedule Problem	Tool or Technique
	Unrealistic activity durations
	Incorrect sequencing
	Missing activities
	Incomplete or incorrect activity dependencies

Section:

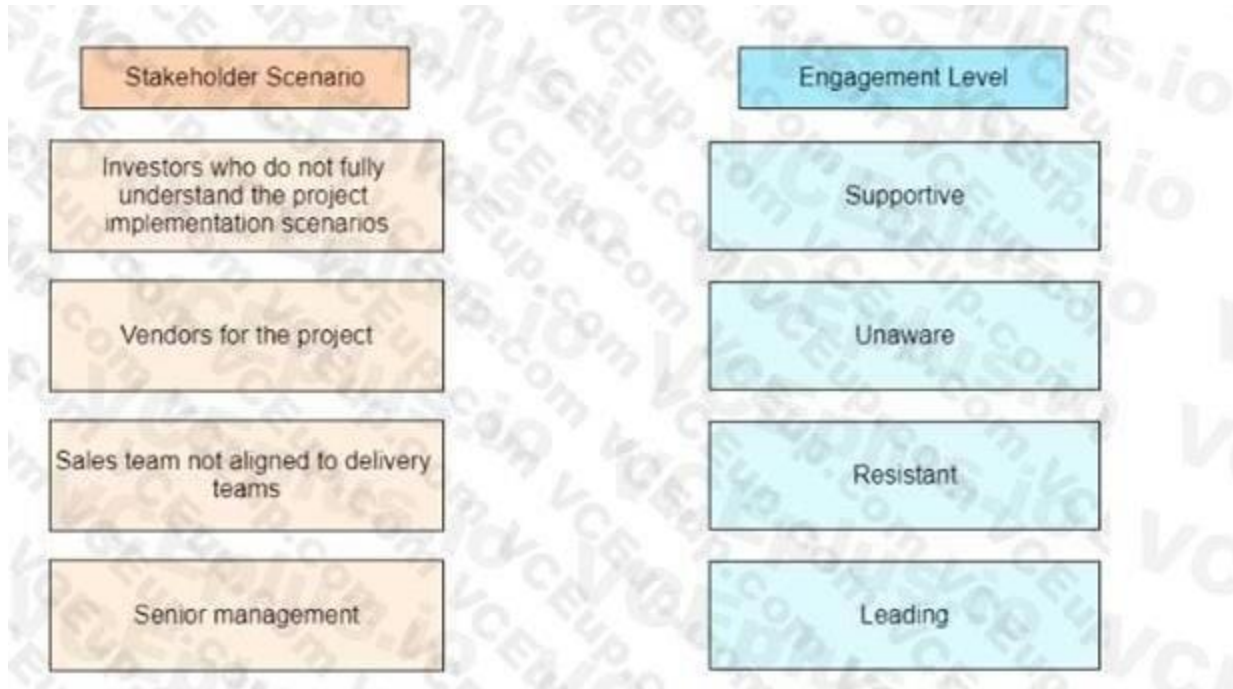
Explanation:

QUESTION 113

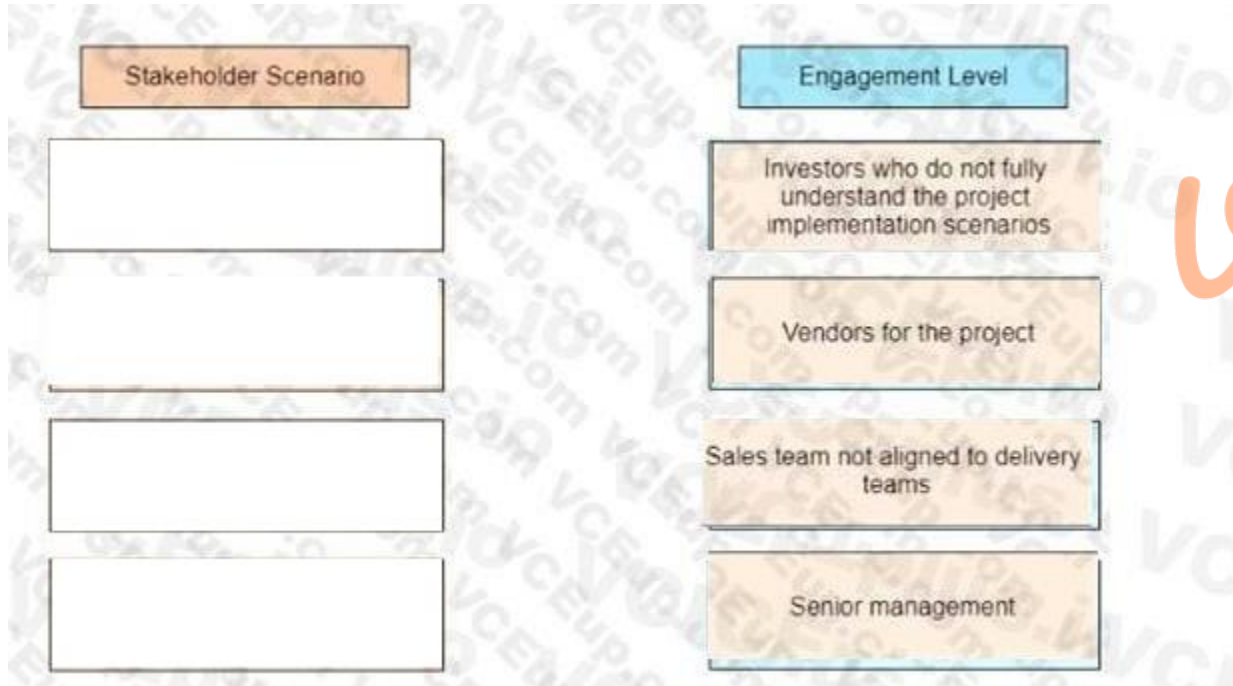
DRAG DROP

A project manager of a large company needs to categorize the stakeholders' involvement at the beginning of a project initiated by the board of directors. The sales and delivery teams are internal teams. Drag each stakeholder scenario on the left to the correct engagement level on the right.

Select and Place:



Correct Answer:



Section:

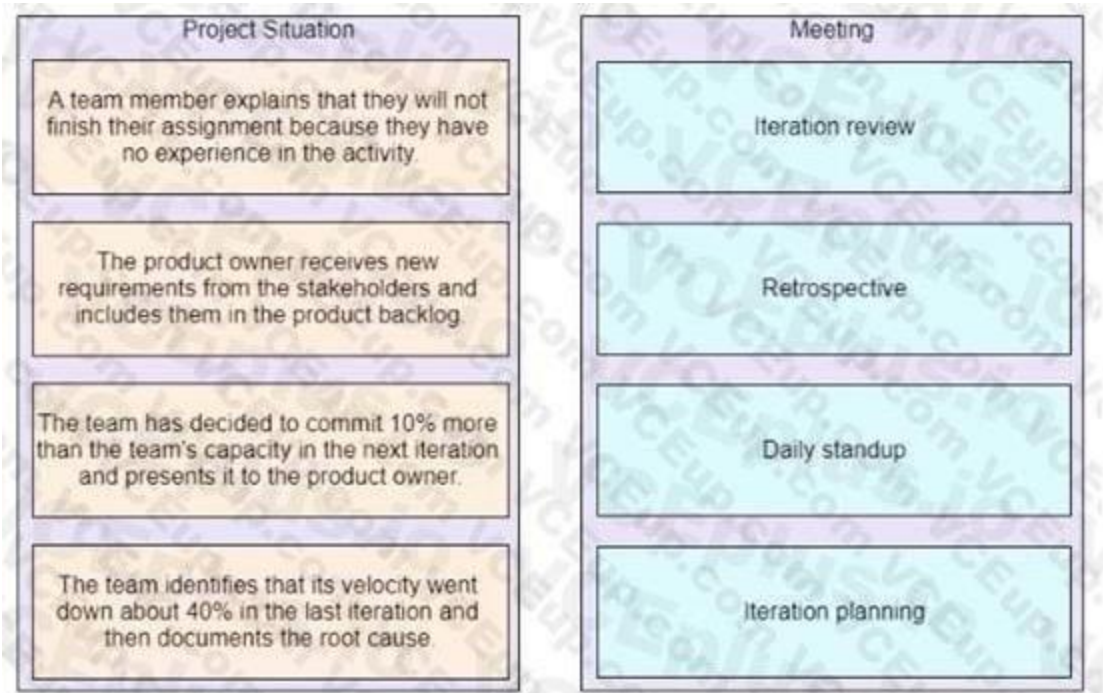
Explanation:

QUESTION 114

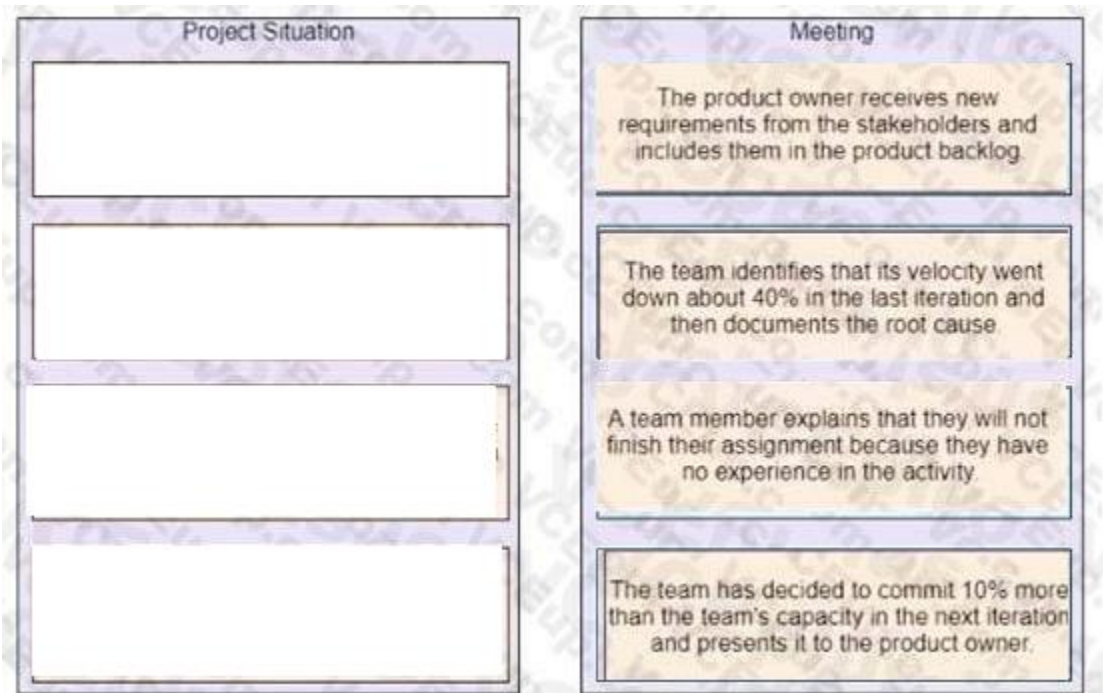
DRAG DROP

Match the project situation on the left to the meeting on the right where the situation could occur.

Select and Place:



Correct Answer:



Section:

Explanation:

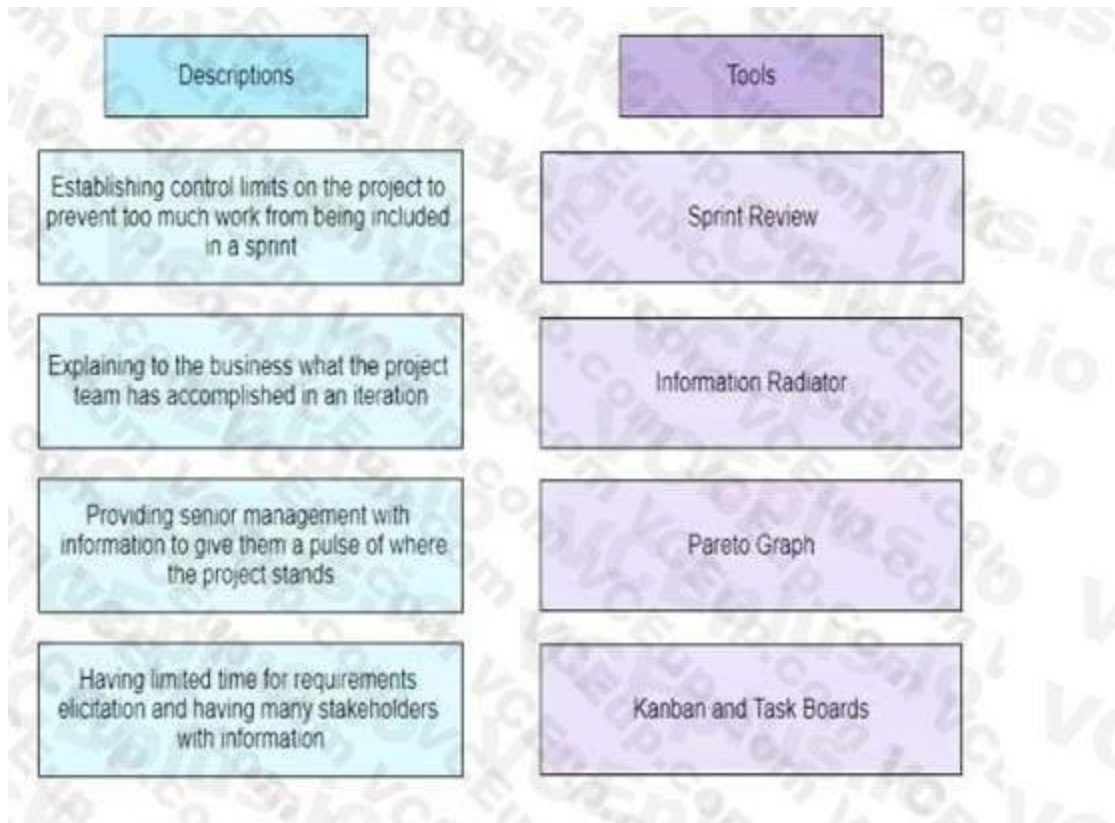
QUESTION 115

DRAG DROP

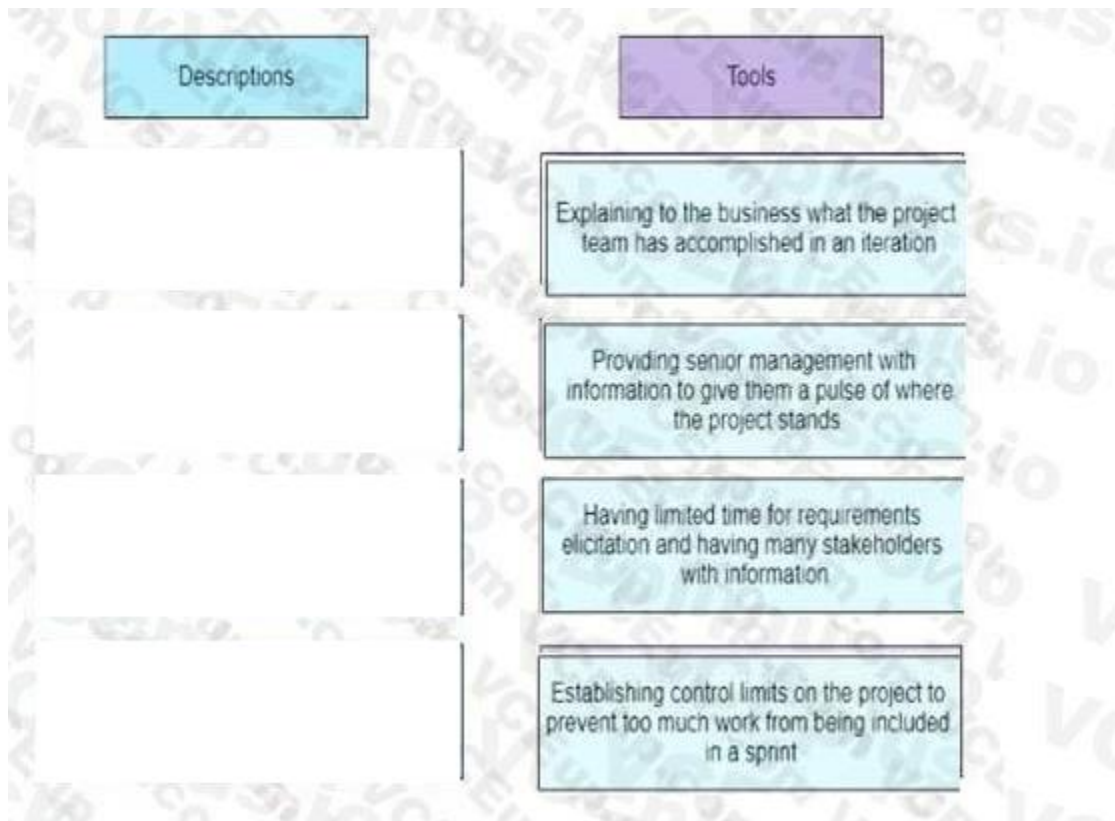
A junior project manager with experience in predictive projects has joined a company that uses hybrid approaches for project delivery. A senior project manager with experience in hybrid approaches is assigned to be a coach. Match the activity descriptions on the left to the correct tools on the right.

Select and Place:

 **dumps**



Correct Answer:



Section:

Explanation:

QUESTION 116

DRAG DROP

A project manager is leading a project in which key performance Indicators (KPIs) are measured through earned value management (EVM). Match each measurement on the left with the correct category on the right.



Select and Place:

Measurement

Project cost variance (CV) is positive.

Project schedule variance (SV) is negative.

Project schedule performance index (SPI) is higher than 1.

Project cost performance index (CPI) is lower than 1.

Project variable is in good standing

First Measurement in Good Standing

Second Measurement in Good Standing

Project variable is performing poorly

First Measurement Performing Poorly

Second Measurement Performing Poorly

Correct Answer:

Measurement

Project variable is in good standing

Project cost variance (CV) is positive.

Project schedule performance index (SPI) is higher than 1.

Project variable is performing poorly

Project schedule variance (SV) is negative.

Project cost performance index (CPI) is lower than 1.

Section:

Explanation:

QUESTION 117

A project manager meets with the development team to estimate the time required to complete a software application. The software developers are new to the company, and they have never developed a similar application. Which estimation technique should the project manager recommend?

- A. Analogous estimating
- B. Parametric estimating
- C. Planning poker
- D. Three-point estimating

Correct Answer: D

Section:

dumps

QUESTION 118

A project sponsor insists that the project scope for a new product launch should include two geographical locations. However, after the project scoping session was done, a project charter was completed and approved with one location only.

What should the project manager do?

- A. Ask the sponsor to increase the budget and schedule of the project to accommodate the additional scope.
- B. Assess the impact to the scope and submit a change request for approval of the two locations before including them in the scope of the project.
- C. Discuss with the sponsor that the project scope is approved and it is not possible to include two locations as it will affect the budget.
- D. Encourage the sponsor to start another project for the additional location so that the current project is not impacted.

Correct Answer: B

Section:

QUESTION 119

A project is on its fifth iteration out of six. One member of the team has left the company unexpectedly.

What should the project manager do next?

- A. Take on some of the necessary work to minimize the impact.
- B. Invite the stakeholders to discuss a mitigation plan.
- C. Detail the reason for the project delay in the status report.
- D. Register an issue and escalate it to the project sponsor.

Correct Answer: B

Section:

**QUESTION 120**

A construction company is executing a building contract that includes firm milestones for replacing certain components of the building. During execution, the client complains that the new components do not meet the requirements.

What should the project manager have done to prevent this from happening?

- A. Continuously communicated the changes in the work plan and the agreement to the client
- B. Defined acceptance criteria in a quality checklist agreed upon before starting the build phase
- C. Provided compensation for issues due to the variance in the agreed-upon requirements
- D. Approved a detailed change management process before starting the build phase

Correct Answer: B

Section:

QUESTION 121

An agile team is in the early phases of the development cycle for a project; however, they have already begun to deliver functionality to the customer. The team has identified risks to the project and are working on developing the mitigation strategy.

What should the project manager do next?

- A. Escalate the risk to the project sponsor and steering committee.
- B. Implement the risk mitigation strategy according to the highest impact.
- C. Incorporate and prioritize the risks in the risk register according to impact.
- D. Determine if any of the new risks have any financial impact.

Correct Answer: C

Section:

QUESTION 122

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 123

After sending an on-site meeting invitation to seven people for the kick-off meeting of a project, a key stakeholder declines because they will be at another location for the rest of the month.

What should the project manager do?

- A. Change the kick-off meeting to a virtual meeting so all can attend at the same time.
- B. Hold the kick-off meeting with the rest of the stakeholders to avoid a delay in the project.
- C. Reschedule the kick-off meeting for the following month so all can attend on-site.
- D. Make arrangements for the stakeholder to join the kick-off meeting virtually.



Correct Answer: D

Section:

QUESTION 124

At the end of a project, the project manager was asked to provide a performance rating of the project team members.

What should the project manager mainly make reference to?

- A. Input from project stakeholders
- B. Feedback from the project sponsor
- C. Agreed-upon key performance indicators (KPIs)
- D. Competencies of team members

Correct Answer: C

Section:

QUESTION 125

A project manager prepared a project benefits management plan.

Which of the following should be included in this document?

- A. Strategic alignment, benefits owner, risk register
- B. Target benefits, benefits owner, lessons learned
- C. Project requirements, target benefits, issue log, metrics

D. Target benefits, strategic alignment, time frame for realizing benefits

Correct Answer: D

Section:

QUESTION 126

In a global project, the main definitions were developed in country A, and the delivery of the project will be completed in phases in countries B, C, and D. Country B discovers that one of the legal requirements was not addressed.

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

- A. Managed risk mitigation strategies specific to each country.
- B. Asked procurement to assign resources located in each country.
- C. Selected countries that had similar regulatory requirements.
- D. Identified the regulatory differences among the countries.

Correct Answer: D

Section:

QUESTION 127

In a frequently changing project, the project manager discovers a customer requirement change during a daily meeting. What should the project manager do?

- A. Escalate to management for approval since the change was not included in the original requirements.
- B. Tell the customer that the requirement change will be put into the next project phase if management approves.
- C. Give the change to the scrum master to investigate how much additional effort the change will require.
- D. Validate the requirement change with the product owner and development team before redefining the scope.

Correct Answer: D

Section:

QUESTION 128

A customer is concerned with the quality of the product delivery, as the production deployment is approaching. What should the project manager do next to ensure acceptance of the deliverables?

- A. Verify the production budget before advancing the product.
- B. Evaluate the quality checklist for product compliance.
- C. Review the approved exit criteria for the product.
- D. Test product integration in accordance with the requirements.

Correct Answer: B

Section:

QUESTION 129

A hybrid project has just deployed, and the project manager is planning project closure with lessons learned workshops. A key stakeholder informs the project manager that having the Scrum team in the workshops is a waste of time because the project was delivered successfully.

What should the project manager do?

- A. Invite the Scrum team members as optional participants.
- B. Ask the Scrum team members to share retrospectives.

- C. Invite the Scrum team members as mandatory participants.
- D. Ask the scrum master to attend the workshops.

Correct Answer: B

Section:

QUESTION 130

An agile project for a database migration impacts nearly all business units of the corporation.

Every effort has been made to complete the migration before the end-of-support date for the database platform. A new impediment now implies the need to continue use of the old platform another year at a higher support price.

What should the product owner do about this situation?

- A. Reprioritize the backlog based on value and cost of delay divided by duration.
- B. Switch to a predictive approach to prevent any further delays to completion.
- C. Reprioritize the backlog based on story size and competence availability.
- D. Remove low-value items from the backlog to compensate for the higher cost.

Correct Answer: D

Section:

QUESTION 131

A project manager is leading a product feature rollout that will gain more subscribers for a video- streaming application. During the backlog grooming phase, the business stakeholders were unable to understand the feature integration with the product and raised concerns.

What can the project manager do to demonstrate the feature integration?

- A. Include the business stakeholders in the iteration review.
- B. Involve business stakeholders in the iteration retrospective.
- C. Create a task for the iteration review and add it to the backlog.
- D. Review the backlog in detail with the business stakeholders.

Correct Answer: A

Section:

QUESTION 132

A company is launching a new product that has to be ready before the summer season begins.

After the discovery process, the team realizes that the requirements are very uncertain.

What should the project manager do?

- A. Ask to include some business subject matter experts (SMEs) in the team.
- B. Register a risk and define a contingency plan to finish the project on time.
- C. Assist the team in proposing a minimum viable product (MVP).
- D. Invite stakeholders to discuss project requirements prioritization.

Correct Answer: C

Section:

QUESTION 133

A project team has finished its first iteration out of six. The iteration's delivery performance (velocity) was 50%. During the iteration retrospective, the team realizes that the complexity of the work was underestimated.



What should the project manager do?

- A. Update the issue log and escalate it to the project sponsor.
- B. Ask the technical manager to help the team with the issue.
- C. Meet with the team to review internal actions to resolve the situation.
- D. Ask to replace some team members with more experienced ones.

Correct Answer: C

Section:

QUESTION 134

A project manager is reviewing a draft of the project charter with key stakeholders. During the meeting, a conflict occurs between the sponsor and the product owner. How should the project manager deal with the situation?

- A. Continue the meeting and ask the project sponsor and product owner to take their discussion offline.
- B. Continue the meeting and use facilitation techniques to improve communication within the team.
- C. Postpone the meeting and invite a subject matter expert (SME) to join the next meeting.
- D. Postpone the meeting and ask the project sponsor and product owner to take their discussion offline.

Correct Answer: B

Section:

QUESTION 135

In a daily standup meeting, a developer indicates that a backlog item will not be delivered because they need to take an unexpected leave for the next couple of days. The backlog item is a prerequisite for a feature expected by users in the next sprint review. What should the project lead do?

- A. Work with the product owner to change the priorities in the sprint backlog.
- B. Work with the product owner to inform the users that the feature is delayed.
- C. Ask the development manager to provide a replacement for a couple of days.
- D. Ask the developer to postpone the leave until the backlog item is delivered.

Correct Answer: A

Section:

QUESTION 136

An organization is transitioning to agile delivery, and a new team has been assembled. A project is not going well because the variation of the team velocity is very high and every sprint delivers less than committed. A new project lead with a strong technical background has been assigned to the project. What should the project lead do?

- A. Ask that estimations be provided only by senior developers.
- B. Recommend a different estimation method in the retrospective.
- C. Allocate more time for estimation in the sprint planning.
- D. Review and update the estimations in the daily standup.

Correct Answer: B

Section:

QUESTION 137

A project team member just informed the project manager that the license for the software that the team uses to perform calculations has just expired. As a result, the team cannot continue with their project tasks. What should the project manager do first?

- A. Issue a formal complaint to the project sponsor claiming a lack of proper tools.
- B. Ask the team members to find an alternative way to perform calculations.
- C. Ask the team to fast-track the project and perform tasks that do not require calculations.
- D. Meet with the IT team to evaluate how fast the software license can be renewed.

Correct Answer: C

Section:

QUESTION 138

During a monthly review meeting, a high-performing team member raised a concern about the quality feedback mechanism. The team member expressed that they are not able to deliver high- quality output. What should the project manager do first?

- A. Request feedback from stakeholders about the quality delivery.
- B. Assign the work in consultation with the functional manager.
- C. Discuss this with the team and review the quality process.
- D. Assign the work based on the skill sets of team members.

Correct Answer: D

Section:

QUESTION 139

A member of the project team always extends discussion topics, taking more time than necessary during project team meetings. Other team members feel this member is not being considerate of their time. What should the project manager do?

- A. Explain to the team that open discussions are needed but remind the team to follow the ground rules.
- B. Ask this member to only discuss the current topic to achieve team efficiency.
- C. Ask the team to accept the input from this particular member as their input may be useful.
- D. Allow the self-organized team to discuss the situation among themselves and come to a resolution.

Correct Answer: A

Section:

QUESTION 140

A project manager is working on a software development project for an oil and gas client using an agile approach. The project manager is having difficulty preparing the schedule because the project has various unknowns. Which scheduling method should the project manager use to develop the schedule?

- A. Analogous scheduling
- B. Three-point scheduling
- C. Iterative scheduling
- D. Parametric scheduling

Correct Answer: C

Section:

QUESTION 141

A company recently adopted agile to develop innovation projects. The project manager is experiencing problems with some team members who consider some agile ceremonies to be unnecessary. What should the project manager have done before the beginning of the project?

- A. Prepared an inception deck and clearly explained the purpose of agile ceremonies and their benefits to the project.
- B. Discussed with the project sponsor about convincing the team to adopt the agile ceremonies as part of their routine.
- C. Discussed with the product owner and requested assistance by requiring the adoption of agile ceremonies.
- D. Conducted a survey to determine if the team was willing to adopt agile ceremonies on the current project.

Correct Answer: A

Section:

QUESTION 142

A company routinely outsources resources for specific core activities. Due to a sudden, unforeseen risk, all of the team members are needed to work remotely, including the outsourced ones. How can the project manager address this challenge to assure outsourced vendors deliver?

- A. Develop a new strategy for communication and management of resources.
- B. Review the risk management plan for the mitigation activities.
- C. Review the coordination and communication costs with the supplier.
- D. Submit a change request to increase the contingency budget.

Correct Answer: A

Section:

QUESTION 143

A project is on its second iteration out of six. The team realizes that a key deliverable will depend on the acquisition of a new device. What should the project manager do?

- A. Invite the stakeholders to discuss prioritization of a new deliverable.
- B. Detail the reason for the deliverable delay in the status report.
- C. Register a risk and escalate it to the project sponsor.
- D. Include the responsibility for acquisition with the core team.

Correct Answer: A

Section:

QUESTION 144

A project manager works in a matrix organization and is managing an internal software development project that is intended to reduce conflicts in the company's internal tracking system. During development, the project manager is informed that the software has to account for an unexpected change to government accounting requirements. The development team was able to make the change with no additional cost; however, the project manager notices that the testing costs are beginning to exceed the testing budget. What should the project manager do?

- A. Ask the project sponsor to allocate funds from the contingency reserve to fund the additional testing.
- B. Conduct a cost-benefit analysis to determine if the funds can be reallocated from the development team.
- C. Submit a change request to the cost baseline through the governance process to fund the additional testing.
- D. Update the basis of estimates and the cost management plan to track the additional funding required for testing.

Correct Answer: C

Section:

QUESTION 145

A project manager schedules virtual daily standup meetings for a project, but half of the team members regularly join late or miss the meeting all together. What should the project manager do?

- A. Discuss ground rules with the team that will include daily meetings.
- B. Agree on a new time and reschedule the daily standups.
- C. Use one-to-one virtual meetings because they are more efficient.
- D. Ask senior management for coaching regarding this situation.

Correct Answer: A

Section:

QUESTION 146

A project manager is well informed on the industry standards of the organization and believes that they are not reflected in the project deliverables. What should the project manager review next?

- A. Organizational process assets (OPAs)
- B. Quality process
- C. Project charter
- D. Quality management plan

Correct Answer: D

Section:

Explanation:
The manager is aware of the organization standards, so he needs to review the quality management plan to see why they have not been included in the plan. It is not about what the standards are, it is about why deliverables are not satisfying those standards.
Explanation:

QUESTION 147

A project manager is assigned to a multiyear project. During project execution, the customer delegates a new representative who contacts the project manager directly with a concern about their participation in status meetings. The representative wants to contact team members directly. What should the project manager do next?

- A. Send the new representative the approved project management and communications management plans.
- B. Reach out to the customer directly for assistance in incorporating the new representative into the project management plan.
- C. Meet with the new representative to determine their understanding of the project and address their concerns.
- D. Meet with the project sponsor to discuss how to incorporate the new representative in the project.

Correct Answer: C

Section:

QUESTION 148

A team is preparing the closing phase and building a plan for the next phase. One of the project sponsors is complaining that the last phase had some quality deliverable issues. However, the quality acceptance document was signed. What should the project manager do?

- A. Postpone the next project phase until the impact of the quality issues is assessed.

- B. Reopen the quality acceptance documentation to add the sponsor's complaints.
- C. Schedule a quality review meeting and include the sponsor's complaints.
- D. Review best practices and lessons learned and apply them to the project plan.

Correct Answer: C

Section:

QUESTION 149

A project manager is tasked with developing a coaching model to support and recognize team members' growth. What should the project manager consider when defining their coaching strategy?

- A. Individual and personal objectives
- B. Organization's strategic goals
- C. Established patterns of communication
- D. Project team's shared objectives

Correct Answer: D

Section:

QUESTION 150

A team realizes that there is no access to data that the project depends on to complete the current iteration. This dependency was known; however, the team is unsure of the available options to remove this obstacle. What should the project manager do next?

- A. Move the dependent task to the next iteration.
- B. Guide the team to determine alternatives.
- C. Escalate the issue to the company's IT manager.
- D. Escalate the issue to the project sponsor.

Correct Answer: B

Section:

QUESTION 151

An internal virtual team is meeting daily to review iteration progress, as well as to conduct other technical and follow-up calls with key stakeholders. The team seems to be disengaged. How should the project manager approach this situation?

- A. Reduce the number of internal and external meetings.
- B. Schedule one-to-one meetings and team-building meetings.
- C. Review team assignments and reduce the workload.
- D. Give the team members a few days off to reduce stress_

Correct Answer: B

Section:

QUESTION 152

A major public-transportation construction project is aimed at significantly reducing emissions. The project has been severely delayed due to noncompliance with environmental codes and bylaws. What should the project manager have done to prevent this?



- A. Appointed a senior environmental compliance officer to report directly to the project manager.
- B. Approached the regulator for a partial waiver in light of the environmental importance of the project.
- C. Incorporated sufficient schedule reserves based on similar delays in past projects.
- D. Mapped environmental compliance requirements, identified risks to achieving them, and prepared mitigations.

Correct Answer: D

Section:

QUESTION 153

Project acceptance criteria include on-site training for the new users of a system. Due to unforeseen circumstances, all team members have to work remotely for an indefinite period of time. What should the project manager do?

- A. Reschedule on-site training to online sessions.
- B. Document the project issue and provide options.
- C. Create a risk and assign remediation actions.
- D. Cancel all of the on-site training sessions.

Correct Answer: B

Section:

Explanation:

As a project manager you don't just make one-way decisions. It should always be a collaborative decision. Option A is forcing. Option B is providing options for a team meeting to go over the options and hear out other team members. Also, not able to fulfil the acceptance criteria is an issue for successfully completing the project. PM needs to document the issue and have a discussion with the team.

Explanation:

QUESTION 154

A project manager is leading a software development project that will assist in maintenance management for a power plant. The project manager is analyzing project performance data and trying to forecast if the project will have any slippage in the future.

What should the project manager do?

- A. Perform schedule analysis.
- B. Perform quality control analysis.
- C. Perform trend analysis.
- D. Perform root cause analysis (RCA).

Correct Answer: C

Section:

QUESTION 155

A project has been reporting a declining schedule performance index (SPI) for the past four reviews. No corrective action is under development, and the project team does not seem concerned. What should the project manager do first to address the SPI trend?

- A. Notify the project stakeholders that the scope needs to be reduced in order to hold the costs within budget.
- B. Engage with the project team to create a plan that will deliver benefits on a defined and incremental basis.
- C. Contact the project sponsor to let them know you require more resources to meet the schedule.
- D. Meet with the project scheduler to rebaseline the project using a more realistic schedule.

Correct Answer: B

Section:

QUESTION 156

A highly critical project is in jeopardy due to missing professional resources. What should the newly assigned project manager do first?

- A. Find available professionals within the organization to fill the gaps.
- B. Determine the possibility for team members to split up the required tasks.
- C. Allocate funding for seeking external professionals to fill the gaps.
- D. Request additional budget for team training for the missing expertise.

Correct Answer: A

Section:

QUESTION 157

Travel restrictions are suddenly imposed during a project's execution. The team members reside in different geographic locations. What should the project manager do next to address this issue?

- A. Obtain and implement the sponsor's recommendations for a solution.
- B. Ask the team members to proceed independently while examining needs and alternatives.
- C. Place a hold on activities until the team can resume the work on-site.
- D. Halt all processes until procurement and implementation of solutions are completed.

Correct Answer: B

Section:

QUESTION 158

A project team is performing a post-release evaluation of a product that requires detailed feedback from seven stakeholders. Six of the stakeholders have promptly provided feedback. One of them has not provided any feedback despite numerous requests from the team. What should the project manager do in this situation?

- A. Explain to the sponsor why the reluctant stakeholder needs to provide feedback.
- B. Host a meeting with the reluctant stakeholder and project team to resolve any conflict.
- C. Meet with all seven of the project stakeholders and request all of their feedback.
- D. Schedule a meeting with the reluctant project stakeholder to obtain their feedback.

Correct Answer: D

Section:

QUESTION 159

A software development project completed the initiation phase. The technical design was approved by the project steering committee. Later, it was discovered that the design will impact the company's production system. A new technical design must be found and this could delay the project by 3 months. What should the project manager do first?

- A. Set up a steering committee session to review the project delay.
- B. Continue with the approved design so that the project is not delayed.



- C. Log the technical design delay as a risk in the project risk log.
- D. Ask the steering committee to approve a new technical design.

Correct Answer: C

Section:

QUESTION 160

During the execution of a construction project, one of the neighboring businesses is complaining that the current building height does not agree with the initial project plans. What should the project manager do first?

- A. Ask the neighbor to submit a formal complaint about their concerns.
- B. Inform the neighbor that the complaint will be escalated to the project sponsor.
- C. Inform the neighbor that all of the project documentation has been approved.
- D. Ask the neighbor to leave the site immediately because the site is on private property.

Correct Answer: A

Section:

QUESTION 161

A project manager has received feedback from stakeholders regarding poor communication about project progress. Weekly status reports were provided to the project management office (PMO), and the standard communications management plan was followed. What should the project manager do?

- A. Create a change request for implementing an online collaboration tool.
- B. Distribute hard copies of status reports and confirm that messages were read.
- C. Perform a root cause analysis (RCA) of the existing communication approach.
- D. Ensure that all of the complaining stakeholders are on the distribution list.



Correct Answer: C

Section:

QUESTION 162

A project team is completing a design, while another team in a different country is performing implementation. How should the project manager communicate the design to the implementation team?

- A. Upload the design documents into the project repository.
- B. Conduct a workshop with all of the stakeholders.
- C. Send a detailed email with the completed design document.
- D. Conduct a workshop with both of the teams.

Correct Answer: D

Section:

QUESTION 163

A key project team member is out on sick leave in the middle of a critical project iteration. The project sponsor learns that any delay with the end-of-iteration release will displease the business stakeholders. Although all team members are cross-functional, they are also working close to full capacity. What should the project manager do to address this situation?

- A. Discuss this with the team so they can complete the work of the unavailable team member and aim for the release deadline.
- B. Discuss this with the team so they are able to reprioritize critical tasks and aim for the release deadline.
- C. Discuss this with the sponsor and hold a meeting with the stakeholders so all of the team challenges can be shared.
- D. Discuss the issues with the sponsor to fully convey the problem of the unavailable resource and the amount of work being done.

Correct Answer: B

Section:

QUESTION 164

A credit collection company is implementing new software to assist customer service agents when calling clients for payments. The software will benefit the company by freeing up staff to work on other projects. Several business areas want to take advantage of this benefit.

What should the project manager do?

- A. Set up a stakeholder session with all teams to agree and document the benefits and establish ownership.
- B. Ask the project sponsor to make a decision on who will own the benefit and document the decision.
- C. Ask the project sponsor for approval to distribute the project benefits equally to the business areas.
- D. Request all of the business areas to plan for a portion of the benefit equally and include it in their staffing plans.

Correct Answer: A

Section:

QUESTION 165

A project manager is leading a small project with a low budget and a short, tight schedule. Many of the stakeholders are within the organization and have varying levels of interest.

Which approach should the project manager use with the stakeholders?

- A. Provide daily reports to maximize stakeholder communication.
- B. Minimize communication until project completion as it will be finished quickly.
- C. Share all relevant project information with the stakeholders.
- D. Schedule one-on-one meetings with stakeholders to provide project updates.

Correct Answer: A

Section:

QUESTION 166

A project manager is working on an enterprise resource planning (ERP) implementation project that spans divisions within and outside the country. The project manager understands the importance of gate reviews and periodic checks.

Which of the following should the project manager leverage?

- A. Project management plan
- B. Governance framework
- C. Integration plan
- D. Project management office (PMO)

Correct Answer: B

Section:

QUESTION 167

A customer is concerned with the quality of the product delivery, as the production deployment is approaching. What should the project manager do next to ensure acceptance of the deliverables?

- A. Verify the production budget before advancing the product.
- B. Test product integration in accordance with the requirements.
- C. Renew the approved exit criteria for the product.
- D. Evaluate the quality checklist product compliance.

Correct Answer: D

Section:

QUESTION 168

An agile team is brainstorming and prioritizing all of the risks according to severity. What should the team do about the identified risks?

- A. Mitigate the risks that are applicable to the current and following iterations.
- B. Focus on the project deliverables rather than the documented risks.
- C. Agree that any issue can be handled when it becomes a problem.
- D. Acknowledge that the risks will be handled in the corresponding iteration.

Correct Answer: A

Section:

QUESTION 169

A project manager is working with the product owner and customer stakeholders on prioritizing the product backlog and planning the product delivery dates. The customer stakeholders are asking to include several deliverables as high priority. The product manager also has technical tasks that should be added as high priority. What should the project manager do?

- A. Allow the customer stakeholders to define the project priorities and set the delivery dates.
- B. Work with the team to estimate tasks and delivery dates, and then create a project roadmap.
- C. Lead the team to identify the product objectives at every delivery iteration and clarify priorities.
- D. Create a sprint board to allow all customer stakeholders to be aware of the task status and impediments.

Correct Answer: C

Section:

QUESTION 170

A project has been successfully completed. The project was ahead of schedule, under budget, and delivered the expected benefits. The project sponsor was satisfied and distributed recognition certificates to key project team members.

However, the project sponsor accidentally forgot to issue a certificate to a key team member.

How should the project manager treat the missed key team member to avoid disappointment and demotivation?

- A. Invite the team member to lunch with the business leader and project sponsor.
- B. Thank the team member in a public meeting for their significant contributions to the project.
- C. Explain the situation to the team member and follow up with a reward and recognition for them.
- D. Request an additional recognition certificate for the missed team member from the project sponsor.

Correct Answer: C

Section:

QUESTION 171

A customized module is being implemented into an off-the-shelf enterprise resource planning (ERP) solution. The project scope has been clearly defined by the sponsor, and the project manager is close to starting user acceptance testing.

However, the newly elected government introduced a significant package of taxation reforms.

What should the project manager do?

- A. Contact the finance team and ask for advice.
- B. Put the project on hold and wait for information.
- C. Assess the potential impact with the project team.
- D. Continue with user testing as planned.

Correct Answer: C

Section:

QUESTION 172

A company operates on a 2-year budgeting cycle. The project manager has been assigned a high-visibility project to deliver a brand new, innovative capability. While the requirements for the new capability are defined, the solution design is only beginning. The project manager's boss is concerned that the final solution will exceed the budget for the project.

What should the project manager do next to anticipate the budget impacts of the solution?

- A. Apply earned value techniques that compare planned to actual value delivered at key points in the project.
- B. Develop a work breakdown structure (WBS) and perform activity-based cost estimating.
- C. Perform scenario planning on each of the solution designs and incorporate estimates into the next budgeting cycle.
- D. Consult colleagues at other companies and use historical information to predict the final cost.

Correct Answer: B

Section:

QUESTION 173

As part of a company's planning effort for team capacity building, the project manager was asked to provide management with a list of required trainings for the project team.

What should the project manager do?

- A. Review the gaps found during project execution, prepare a list of recommended trainings, and discuss it during a team meeting.
- B. Review the project schedule and the team members' performance, and decide on soft skills and related trainings needed for the team.
- C. Review the project pipeline, identify gaps in competencies for execution, and decide on the needed trainings.
- D. Review the team members' latest performance, identify gaps in competencies, and decide on the needed trainings.

Correct Answer: C

Section:

QUESTION 174

A project manager decided to use a highly adaptive approach to manage a large-scale project. In this project, there are many iterative tasks that utilize highly specialized experts. The project manager would like to create practical plans with high levels of buy-in from the team members.

What should the project manager do next?

- A. Assign critical tasks to the most experienced team members.

- B. Explain the higher-level objectives to be assigned to the team.
- C. Review the budget with the team for the needed resources.
- D. Review lessons learned from similar projects with the team.

Correct Answer: B

Section:

QUESTION 175

In a software development project, some of the deliverables do not meet specific performance requirements. What action should the project manager take?

- A. Review the issues with the project team to address the issues.
- B. Review the requirements traceability matrix at the next meeting.
- C. Report issues to key stakeholders and discuss follow up actions.
- D. Ensure compliance with the quality management plan.

Correct Answer: A

Section:

QUESTION 176

An experienced, high-performing team has two new team members. After several iterations with the new team members, the project manager noticed that the team's performance has decreased. What should the project manager do?

- A. Evaluate the two new team members.
- B. Replace the two new team members.
- C. Provide the team with a coaching session.
- D. Allow the teams to organize themselves.

Correct Answer: C

Section:

Explanation:

It could also be beneficial for the manager to provide a coaching session for the entire team to help them work together more effectively and address any issues that may be impacting team performance.
Explanation:

QUESTION 177

During a product demo with key stakeholders, the team identifies that one of the functionalities failed to perform as expected. What should the project manager have the project team do first to address the issue?

- A. Update the issue log and document the change
- B. Review the product specification requirements.
- C. Perform a root cause analysis
- D. Submit a change request for corrective action.

Correct Answer: C

Section:

QUESTION 178



An agile project manager has just been given a sizeable software development project to implement. Early in the initiation stage, the project sponsor requests an indication of time lines for delivery of the initial release. What tools should the agile project manager use to do these estimates?

- A. Product backlog, budget, resource management plan
- B. Budget, minimum viable product (MVP), retrospective notes
- C. Resource management plan, retrospective notes, backlog grooming
- D. Backlog grooming, product backlog, minimum viable product (MVP)

Correct Answer: A

Section:

QUESTION 179

A project manager has experience working with a specific provider that has been requested for an upcoming project. This provider often fails to meet deliverable dates; however, it is the only company with the specific experience required for the project.

What should the project manager do during the planning phase?

- A. Hire resources to obtain knowledge about the provider's specific capabilities.
- B. Add penalty clauses to the contract and update the risk register.
- C. Encourage the provider to work overtime with no additional costs to the project.
- D. Contract another provider with less experience and give them a chance to provide the deliverables.

Correct Answer: B

Section:

QUESTION 180

An agile leader notices that one team member consistently fails to complete the deliverables on time. The agile leader suspects that this team member does not have the proper training.

What should the agile leader do?

- A. Reassign the task to another team member and require the team member to complete training
- B. Use the retrospective meeting to remind the entire team that they must complete all deliverables in each sprint
- C. Review the definition of done (DoD) with the team so that everyone understands what the team must deliver in this sprint.
- D. Speak directly with the team member about improvements and commit to an agreed-upon time frame.

Correct Answer: A

Section:

QUESTION 181

A company has assigned a project manager to the initial task of determining the resources required for a new project.

What should the project manager consult?

- A. Company's historical organizational project artifacts
- B. Company's project responsibility assignment matrix (RAM)
- C. Company's resource management plan
- D. Company's resource calendars

Correct Answer: C

Section:

QUESTION 182

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. Agile
- B. Waterfall
- C. Hybrid
- D. Predictive

Correct Answer: C

Section:

QUESTION 183

A project manager works at an organization that is transitioning to agile. The development team has recommended using a burndown chart to provide visibility on project progress to all stakeholders.

What should the project manager do to ensure effective communication throughout the project?

- A. Advise the project management office (PMO) to use the burndown chart as the single communication channel.
- B. Develop a communications management plan for each category in the stakeholder register.
- C. Include the burndown chart in a monthly report that is distributed to all stakeholders.
- D. Postpone the recommendation since the organization does not currently have a defined agile methodology.

Correct Answer: A

Section:

**QUESTION 184**

A project manager leads a software development project in a hybrid environment. During project planning, the project manager identified a risk where a technical resource for a critical path item may not be available when needed. One week before the resource is needed, the technical engineer had a personal emergency and had to take a leave.

What should the project manager do next?

- A. Consult the risk register for an appropriate planned risk response and implement.
- B. Revise the project management plan and move the task to a time when the technical resource will be available.
- C. Review the business requirement with stakeholders and exclude the task assigned to the technical resource.
- D. Update the lessons learned report and the risk log to reflect that this risk has materialized.

Correct Answer: A

Section:

QUESTION 185

A team has just adopted an agile approach. During daily standup meetings, the team expressed concerns about task delays. The project leader worked with the product owner to get clarity on the features. The project leader asked the team to fast-track all product features to ensure delivery. Sprints are being completed but with either fewer features or low quality.

What should the project leader have done to ensure success?

- A. Asked the team to create an impediment log and keep it updated for use in the next sprint planning
- B. Directed teams to possible solutions that help in removing the impediments and contribute to a timely delivery
- C. Suggested to the team to add impediments as work items in the product backlog to be fixed in the next sprints
- D. Empowered the team to improve their processes, tools, and interactions to be more effective in delivery and removing impediments

Correct Answer: D

Section:

QUESTION 186

A team is delivering features to a customer at every iteration. After completing each iteration, the customer is invited for a review. However, the customer is frequently not available and the review is often delayed, which results in increased rework for the team.

What should the project manager do?

- A. Include the customer in daily project activities to gain the required guidance
- B. Plan ahead and define the best way to review the deliverables with the customer
- C. Request the customer to clarify all requirements at the start of each iteration
- D. Ask the customer to review the deliverables in each iteration based on their availability

Correct Answer: B

Section:

Explanation:

Customers are often absent and reviews are often delayed resulting in increased rework, find the best way to review deliverables, involve customers, provide early feedback and make adjustments

Explanation:

QUESTION 187

A project manager is part of a team that is launching a series of features to comply with a new regulation. The team has only 6 weeks to release the features to the legacy applications. During the standup meeting, a software engineer indicated that the development of an important feature is on hold until the assigned designer completes a specific task. This delay is a serious road block to meeting the release date.

What should the project manager do?

- A. Meet with the design team manager to inform them of the current status and request an additional designer
- B. Ask the software engineer to move forward without completing the important feature
- C. Contact the design team manager and ask to reconsider the priority list based on the latest situation
- D. Meet with the designer to share the current status and develop a solution to complete the task

Correct Answer: D

Section:

QUESTION 188

A project manager is working with a customer's team on a new project. Some product definitions and requirements are still not clear, but the customer wants to start activities as soon as possible.

The organization is also expecting product delivery for a specific date due to a regulatory requirement. Due to the nature of the project, the project manager has decided to use a hybrid approach.

Why did the project manager choose a hybrid approach?

- A. A hybrid approach will enable project activities to start immediately and allow for a plan for the requirements definitions
- B. A hybrid approach will allow the project manager to revise the product specifications
- C. A hybrid approach will allow for management of the requirement uncertainties as well as the date restriction
- D. A hybrid approach will ensure the delivery date is accomplished and will eliminate product uncertainties

Correct Answer: C

Section:

Explanation:

Without knowing what is the requirement, as a project manager you cannot plan or schedule.

Scope of a project comes from requirements. Schedule development can only be done scope is defined and validated - because it is Hybrid.

Explanation:

QUESTION 189

A project team has expressed concern that certain remote team members are not able to collaborate with the larger project team due to their work schedule. The project manager is confused since the entire team is located in the same time zone and believes there are other factors at play.

What should the project manager do next?

- A. Implement new options
- B. Examine the team's virtual needs
- C. Rectify ground rule violations
- D. Review performance formally

Correct Answer: B

Section:

QUESTION 190

A company is implementing a project with team members located in different countries and time zones. Individual performance is satisfactory, but the team's performance as a whole is low, especially in terms of group activities.

What should the project manager do?

- A. Review and reassign team assignments
- B. Facilitate communication and team building
- C. Negotiate for new team members
- D. Review and update the communications management plan

Correct Answer: B

Section:

QUESTION 191

During the third iteration of a project, the product owner requests another mandatory feature. This also happened in the previous two sprints, which resulted in failure and caused frustration within the team.

What should the project manager do next?

- A. Request the scrum team to prioritize the product backlog
- B. Ask the product owner to prioritize the backlog with the project team
- C. Call for an internal meeting to discuss the changes and their value
- D. Incorporate the changes in the last sprint before the first release

Correct Answer: B

Section:

Explanation:

While the Product owner is responsible for prioritizing the backlog, and in this case should collaborate with the team.

<https://www.dumpsdiscuss.com/pmp-v1/what-should-the-project-manager-do-next-156/>

Explanation:

QUESTION 192

Five agile teams working together on a product recently performed release planning. Midway through the project, each team showed that their progress was on track. When all of the teams integrated at the product level, many integration issues were observed. The overall product release progress declined with predictions showing the committed content will not be able to be accomplished.

What should the project manager have done differently?

- A. Performed a Scrum of Scrums on a regular basis to help the teams remove impediments



- B. Formed a separate quality assurance team to test all items coming from each team at the end of each sprint
- C. Arranged an online session on the integration concept and suggested tools to the teams
- D. Ensured frequent and continuous integration of work to obtain early feedback and continuous learning

Correct Answer: D

Section:

QUESTION 193

A project team member is having difficulty delivering assigned tasks for a project that is at risk of being delayed. The main issue is that the team member does not understand a new system that was recently implemented. What should the project manager do?

- A. Ask the team member to learn the new system as on-the-job training.
- B. Issue a change request to extend the project schedule.
- C. Escalate the team member's performance to the project sponsor.
- D. Assign an experienced resource to support the team member.

Correct Answer: D

Section:

QUESTION 194

A project team consisting of four team members will be rolling out a company-wide application to both staff and contractors in a country. To deliver within strict the time lines, a local company skilled in application deployment and change management will need to be contracted. What should the project manager do to empower the local company?

- A. Manage expectations and agree on the requirements that the contractor will deliver under the supervision of the project manager
- B. Begin to roll out the application by micromanaging the contractor
- C. Set expectations and agree on the requirements that the contractor will deliver with periodic progress reports
- D. Deploy the contractor's staff under the supervision of the project manager

Correct Answer: A

Section:

QUESTION 195

A project manager is managing a construction project that is facing challenges. There is schedule overrun, cost overrun, and the client is unhappy with the specific scope progress. What should the project manager do first?

- A. Review the scope and project objectives.
- B. Enforce the penalty clause on the supplier.
- C. Take action to reduce the cost overrun.
- D. Work with the client on the scope completion.

Correct Answer: A

Section:

QUESTION 196

A company is implementing a growth strategy by constructing a new production facility, which will soon move into the operation phase. Although a governance policy was already in place, the company must comply with new financial regulations that have been recently implemented.

Compliance with the regulations will cause a major change in project scope.
How should the project manager respond to this requirement?

- A. Perform an analysis to assess the Impact on the project.
- B. Proceed with the existing company governance policy.
- C. Escalate the issue to upper management and let them decide.
- D. Directly comply with the financial regulations.

Correct Answer: A
Section:

QUESTION 197

A project manager has been assigned to an emergency project that must be completed within the next few weeks. The project manager realizes this will have an impact on the local community. As the work is near a school, the project manager has engaged with them to understand their needs.
How should the project manager ensure the work continues smoothly?

- A. Postpone the required work on the project until school holidays begin
- B. Continue the work as planned and inform the school when the project team arrives on-site
- C. Advise the school to close for the duration of the project work
- D. Liaise with the school to include nonworking project hours during school start and finish times

Correct Answer: D
Section:

QUESTION 198

It is late at night on a weekend when a team member calls the project manager on the telephone.
The team member is crying about the pressures of an upcoming deadline.
What should the project manager do?

- A. Review the organization's human resources (HR) policy.
- B. Empathize with the team member and discuss next steps.
- C. Ask the team member to send their concerns in writing.
- D. Schedule a meeting with the team member for the next work day.

Correct Answer: B
Section:

QUESTION 199

A team is having a hard time completing work due to unclear requirements. They have not been able to complete an iteration successfully in several months.
In order to help the team, what should the project leader do?

- A. Recommend that the team reviews the length of the iteration with the stakeholders.
- B. Recommend that the product owner reviews the backlog refinement processes.
- C. Recommend limiting the work in progress to improve the team's focus.
- D. Recommend a review of the team members' individual performances.

Correct Answer: B



Section:

QUESTION 200

A project manager for an agile project is concerned that the team has been losing momentum over the last iterations. Which two tools should the project manager use to analyze team performance? (Choose two.)

- A. Burndown chart
- B. Product backlog burnup chart
- C. Cumulative flow diagram of completed features
- D. Work breakdown structure (WBS)
- E. Project schedule

Correct Answer: A, C

Section:

QUESTION 201

A project manager is working with the team to deliver a project in a company that uses different delivery methods. The project manager is concerned about the communication channels currently suggested by the project management office (PMO) because some information is taking too much time to reach the team members, causing negative consequences for delivery. How should the project manager avoid this situation in the future?

- A. Agree with the project team on a suitable collaboration and make sure information is shared at all times.
- B. Use the same methods until the end of the current delivery and suggest new ones during the retrospective.
- C. Refer to the policies and frameworks used at the company enterprise level and inform the project team members.
- D. Tell the sponsor that the project manager will use their own communication model to ensure on-time delivery.

Correct Answer: A

Section:

QUESTION 202

A company must implement a new regulation. The government has specified the date when the regulation will be enforced but has only provided high-level information on the regulation's requirements. Therefore, changes in definitions are to be expected due to uncertainty. Which life cycle should the project manager use for this project?

- A. A predictive execution strategy
- B. An iterative execution strategy
- C. An agile execution strategy
- D. A hybrid execution strategy

Correct Answer: D

Section:

QUESTION 203

A project manager has experience working with a specific provider that has been requested for an upcoming project. This provider often fails to meet deliverable dates; however it is the only company with the specific experience required for the project. What should the project manager do during the planning phase?

- A. Encourage the provider to work overtime with no additional costs to the project.

- B. Hire resources to obtain knowledge about the provider's specific capabilities.
- C. Add penalty clauses to the contract and update the risk register.
- D. Contract another provider with less experience and give them a chance to provide the deliverables.

Correct Answer: C

Section:

QUESTION 204

In a standup meeting, a team member has been providing the same update for five consecutive days. The task, which is on the critical path, is now at risk for delaying the schedule. What should the project manager do?

- A. Keep the project sponsor informed about the delay.
- B. Reassign the task to another member of the team.
- C. Support the team member by providing one more resource to complete the task immediately.
- D. Ask the team member if there is an impediment, and help to remove the blockers.

Correct Answer: D

Section:

QUESTION 205

Two team members have had professional differences during the execution of a project, a situation that has impacted the performance of both members. Neither of them has wanted to talk to resolve their differences, even though the project manager has insisted on it.

What technique should the project manager utilize next?

- A. Compromising
- B. Negotiating
- C. Smoothing
- D. Forcing

Correct Answer: C

Section:

QUESTION 206

A business analyst on the project meets the customer in the elevator and says that due to constant changes in requirements, the development of the product will take more time than expected. What should the project manager do?

- A. Submit a change request to the change control board (CCB) in order to reflect the new requirements and longer timeline of the project.
- B. Point out to the project team and the customer that all information concerning the timeline of the project should be communicated by the project manager.
- C. Refer to the resource management plan to find out if more business analysts may be assigned to process the requirements changes.
- D. Explain that distribution of important news can only be done using traceable communication methods.

Correct Answer: B

Section:

QUESTION 207

A project team has run into an issue with a vendor who is known for a lack of quality. The project manager must ensure that the quality problem is addressed appropriately.

What should the project manager do to start the issue resolution process?



- A. Meet with the vendor and request corrective actions.
- B. Engage the test team to improve the quality.
- C. Review the risk register and follow the response strategy.
- D. Update the risk register and document any corrective actions.

Correct Answer: A

Section:

QUESTION 208

The customer is reviewing the new reporting system and informs the project manager that one of the components in the printing module is not complete.

The project manager reviews the work breakdown structure (WBS) and confirms that the component is included.

What does the project manager need to do first?

- A. Ask the project team to conduct a quality audit of the printing module components.
- B. Meet with the project team to understand the issue and define actions.
- C. Escalate this issue to the project sponsor immediately.
- D. Raise a change request to immediately implement the printing module component.

Correct Answer: B

Section:

QUESTION 209

After a performance review, a team member approaches the project manager and asks for feedback. The project manager mentions anecdotal information about this team member being a positive team player and generally getting their work done on time, even though they have been late with work once or twice. The team member expresses frustration at not having better information included in the annual performance review.

What should the project manager do to prevent this frustration going forward?

- A. Request the human resource (HR) department to provide the key performance indicators (KPIs) that were defined for this project.
- B. Review the key performance indicators (KPIs) for this team member and remind the team member how they are determined.
- C. Set team performance goals and explain how the team receives the same performance scores.
- D. Provide the team member with velocity tracking tools and explain how the team member can see and track performance.

Correct Answer: B

Section:

QUESTION 210

A project manager is managing a project aimed at providing incremental deliveries to the market every three months. The team has been assigned, and the product backlog was created and prioritized by the product owner.

After four iterations, the product owner escalates complaints to the CEO because the product does not meet the product owner's expectations.

What should the project manager have done to prevent this situation from happening?

- A. Reviewed the organizational process assets (OPAs) and lessons learned from similar projects
- B. Performed risk management analysis during daily scrums
- C. Performed backlog grooming to ensure that acceptance criteria were being met
- D. Implemented sprint reviews with the product owner and retrospectives with the team to minimize gaps

Correct Answer: D

Section:

QUESTION 211

In a project that will deliver a new product using new technology, the project team frequently discusses difficulties that may arise and possible strategies to address them. One team member sets up a meeting with the project manager to discuss their list of challenges and presents an extensive list of items that require continuous attention.

How should the project manager use this event to maximize the benefits to the stakeholders?

- A. Validate the list of challenges and act on the valid items according to the priority indicated.
- B. Document the findings and update and redistribute the communications management plan.
- C. Invite the team member to participate in the risk register and review the evaluation frequently.
- D. Present the list of challenges to the steering committee to gain buy-in before starting the activities.

Correct Answer: C

Section:

QUESTION 212

A project manager is leading a project that is in the execution phase. During a team meeting, the project manager realizes that there are two team members who lack the technical skills required for some of the upcoming tasks.

What should the servant leader project manager do next?

- A. Recommend to the team members to upskill themselves on the requirements for the project.
- B. Discuss with the human resource (HR) manager about the possibility of changing team members.
- C. Explore a training program that is within the project budget for the team members.
- D. Inform the sponsor about a possible delay due to the lack of skills in the team.

Correct Answer: C

Section:

**QUESTION 213**

A team has been working for two months and has consistently missed planned user stories. How should the project manager address this issue?

- A. Ensure the sprint size is appropriate for the iteration duration.
- B. Engage in recruiting a highly skilled resource to reinforce the skills.
- C. Promote changing the iteration duration in order to commit as planned.
- D. Consider using a reward system to encourage timely delivery.

Correct Answer: A

Section:

QUESTION 214

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 215

A project manager is in the middle of handling a major upgrade to an existing product. The project manager learns that the resources initially promised as part of 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 216

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 217

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 218

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 219
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 them 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 220

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 221

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 222

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 223

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 224

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 225

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 226

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 227

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 228

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 229

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 230

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 231

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 232

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 233

A product owner is trying to understand how many of the user stories 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 234

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 235

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 236

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 237

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 238

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 239

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 240

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 241

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 242

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 243

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 244

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:

QUESTION 245

In a daily standup, the project lead notices that one of the senior developers is reassigning some of the easy backlog items to other team members, arguing that it is more efficient for the senior developers to work on complex items. What should the project lead do?

- A. Include this practice in the next sprint review and discuss it with all of the team members.
- B. Ask the senior developer to stop assigning tasks because that's the scrum master's job.
- C. Support the senior developer's action and their authority over other team members.
- D. Include this practice in the next sprint retrospective and discuss it with all of the team members.

Correct Answer: D

Section:

QUESTION 246

In a complex project with several subcontractors, one subcontractor reports a likely delay in the schedule. This could affect the other subcontractors and impact their ability to deliver on time. What should the project manager do first?

- A. Assess the schedule and update the risk register.
- B. Report the delay to all other subcontractors.
- C. Change the milestones and sequence of work.
- D. Escalate to senior management and the stakeholders.

Correct Answer: A

Section:

QUESTION 247

A software company office will be shut down for repairs, and a project team will be required to work remotely. A few team members have never worked this way and are apprehensive of how they will be able to consistently deliver their work products.

What should the project manager do to ensure that the team continues to perform while working remotely?

- A. Request funding from management to enable all team members to work from an alternative workspace.
- B. Reach out to the resource managers for alternative team members who have experience working remotely.
- C. Identify areas of training for the team to be able to use remote tools for team collaboration.
- D. Reduce the scope of the project to compensate for productivity during remote working conditions.

Correct Answer: C

Section:

QUESTION 248

A project team has been formed, and the tasks have been assigned to each team member. All team members have agreed to follow a hybrid project approach. What should the project manager do to ensure the team performs as an organized unit?

- A. Call a team meeting to discuss team members' strengths and weaknesses.
- B. Advise the team to adjust their work habits and behaviors to allow for better conflict resolution.
- C. Establish rules and regulations for team members with consequences if the goals are not reached.
- D. Establish team behavior and develop an understanding of how to work together.

Correct Answer: C

Section:

QUESTION 249

A project manager is launching an agile project with team members located in multiple countries. In order to connect the team and improve the overall productivity, what should the project manager do?

- A. Consider bringing the team members together periodically to work on critical tasks and bond together.
- B. Schedule a different meeting with each of the regions, being the primary point of contact for all team members worldwide.
- C. Schedule weekly meetings with a key contact for each region who will be responsible for disseminating information back to the team.
- D. Keep all meetings at the same time, using the time zone for the company's headquarters as a reference.

Correct Answer: C

Section:

QUESTION 250

A project manager has been working with the same group of stakeholders for 3 years using a predictive approach. The stakeholders have invested in many projects and are familiar with the approach. Recently, the organization has strongly encouraged all project managers to adopt an agile approach. This was announced 2 weeks before the project manager planned to kick off a large, complex project with the same group of stakeholders.

What should the project manager do?

- A. Continue to use the predictive approach in the new project since it is the approach the stakeholders are familiar with using.
- B. Share the pros and cons of adopting an agile approach for the new project only with the team and ask them to decide which approach to use.
- C. Use the agile approach in the new project and schedule agile training for those stakeholders who are new to this approach.
- D. Share and discuss the pros and cons of adopting agile with the stakeholders and choose the approach they prefer for the new project.

Correct Answer: C

Section:

QUESTION 251

A project manager is managing a hybrid project. A stakeholder has directly contacted a team member and has requested a change. Due to the request, the team member was distracted from their work, which caused a loss in productivity. What should the team member do?

- A. Inform the scrum master so that the change can be discussed directly with the stakeholder.
- B. Inform the scrum master regarding the stakeholder's request for a change and the impact this has had on productivity.
- C. Inform the stakeholder that the correct procedure for new requirements is to provide it directly to the project manager.
- D. Inform the stakeholder that the correct procedure for new requirements is to provide it directly to the change control board (CCB).

Correct Answer: C

Section:

QUESTION 252

A company has always acquired very specialized services from local companies for its projects. During the planning stage for a regulatory project, the project manager is informed that local vendors would not be able to operate due to an unexpected major event. There is an option to hire the same services from companies in other countries.

What should the project manager do in this situation?

- A. Review organizational process assets (OPAs) for similar projects.
- B. Create a change request to extend the duration of the project.
- C. Plan to execute the procurement tasks in a virtual environment.
- D. Ask the project sponsor to put the project on hold.

Correct Answer: C

Section:

QUESTION 253

A project scope was developed with numerous assumptions. During the execution phase, the assumptions changed, which has jeopardized the planned business value of the project.

What should the project manager do next?

- A. Deliver what was planned in the project management document according to the specifications
- B. Update the assumptions log and change log, and implement the change control process
- C. Inform the client that the project cannot meet the project timeline and additional costs will be incurred
- D. Report on the changed assumptions to the project sponsor and seek support to prioritize the change requests

Correct Answer: B

Section:

QUESTION 254

A project is scheduled to end in 2 weeks. The team is expected to continue working long hours and is showing signs of weariness and fatigue.

What should the project manager do to encourage the team?

- A. Schedule training courses to enhance team performance.
- B. Schedule working lunch meetings until the project is complete.
- C. Add new team members to help the project finalization.
- D. Initiate rewards and incentives according to assessment results.

Correct Answer: D

Section:

QUESTION 255

A project team member complained to the project manager that they are not sure if they are working on the latest requirements document because it was emailed to them about one week ago. They mentioned that, in the past, they worked on a document for more than 20 hours only to find out later that another team member had already updated that same document but did not send them the latest revisions.

What should the project manager do to avoid this situation in the future?

- A. Encourage better team communication by positioning team members closer together.
- B. Implement a project management information system (PMIS).
- C. Update the communications management plan to ensure correct delivery of the latest version.

D. Restrict team members from sending the requirements documents via email.

Correct Answer: B

Section:

QUESTION 256

A project manager is preparing the business case for a project in a not for profit organization. The project manager justifies the cost of the project to a group of sponsors.

Which benefits realization metric should the project manager use?

- A. Budget at Completion (BAC)
- B. Payback period
- C. Total value of ownership
- D. Return of investment (ROI)

Correct Answer: C

Section:

QUESTION 257

A company is transitioning from a predictive to an agile approach. During the last two sprint reviews, the product owner complained about the development team, indicating that the increments do not meet the acceptance criteria defined in the user stories. The development team complained about the product owner, who is defining sprint backlog items, because the backlog items cannot be delivered during the 2-week sprints agreed to at the beginning of the project.

How should the project manager resolve this situation in their new role as servant leader?

- A. Encourage the whole team to be empowered and accountable for the decisions made according to their roles.
- B. Extend the sprints to 3 weeks to allow the work requested by the product owner to be completed.
- C. Request that the team use the next sprint to complete all technical debt remaining from the previous sprints.
- D. Review the organizational process assets (OPAs) to find similar situations and review the resolution actions taken.

Correct Answer: A

Section:

QUESTION 258

During project execution, one of the project tasks is to create an important document for a service vendor. The project manager assigns a senior engineer to clearly detail the service instructions to avoid any redo loops. Two days after the service information document was sent, the service vendor has doubts and needs more clarity on the task. This redo loop will probably cause a delay of one or more days.

What should the project manager do next?

- A. Assign another engineer to the task due to the urgency.
- B. Discuss the issue with the engineer and determine how to prevent another problem.
- C. Document the task on the kanban board and make it the highest priority.
- D. Escalate the issue to the engineer's functional manager.

Correct Answer: B

Section:

QUESTION 259

During the execution phase of a project, one of the customer's stakeholders keeps requesting changes to the scope every week. Which three actions should the project manager take to resolve this issue? (Choose three.)

- A. Update the relevant project documents with this obstacle.

- B. Highlight the impacts of the changes during the next project meeting.
- C. Adjust the project management plan to include the changes in scope.
- D. Continue the execution as planned and defer the changes to a future phase.
- E. Schedule a meeting with the customer to align the approach.¹

Correct Answer: A, B, E

Section:

QUESTION 260

A project manager for an IT company starts a project with members distributed across five different countries and four different time zones. In the first meetings with the sponsor and some stakeholders, the project manager notices that people do not join the meetings on time, have internet connection issues, or experience language barriers during some conversations.

What should the project manager do to improve communication among the team?

- A. Arrange for some initial face-to-face team meetings for the project team to meet each other
- B. Explain the benefits of common working hours to aid better communication among the project team
- C. Set up a team communications management plan for the company and team members to follow immediately
- D. Share a contact log document for all the team members to make communication easier

Correct Answer: C

Section:

QUESTION 261

A project manager is assigned midway through a project. The team members are in different locations across the country and they are unable to meet in-person often. During a status review meeting, one of the stakeholders highlighted that they were unaware of the status for the project deliverables.

What should the project manager do first?

- A. Schedule a meeting with the stakeholder, and include the stakeholder's needs in the project management plan
- B. Review the communications management plan and verify whether the stakeholder's needs are captured in the project management plan
- C. Request the project team include the stakeholder's details and make sure the project status reports are shared with the stakeholder
- D. Review the stakeholder management plan and update the stakeholder register for incorporation in the project management plan

Correct Answer: B

Section:

QUESTION 262

A project that has to be delivered by the targeted date has been delayed due to an unforeseen risk occurrence. How should the project manager compress the project to ensure the completion date is not affected?

- A. Add more project resources
- B. Fast-track the project
- C. Reduce the project scope
- D. Increase the project cost

Correct Answer: B

Section:

QUESTION 263

A client's company announces a reorganization, which includes changes in the senior management involved in the project. The new project sponsor is asking to put the project on hold until they review the scope.

What should the project manager do next?

- A. Wait for a new project scope from the new project sponsor
- B. Discuss the requirements and update the project management plan with the new sponsor
- C. Discuss the issue with the project team and update the project management plan
- D. Amend the risk register and provide suggested mitigation strategies

Correct Answer: B

Section:

QUESTION 264

A few key team members recently left the project team. The remaining members took time to understand the details and found it difficult to make progress. As a result, the project schedule is seriously delayed.

What should the project manager do?

- A. Request additional resources to be incorporated to the project team.
- B. Observe the project team and give them time to catch up before escalating.
- C. Escalate to the project sponsor and seek alternatives to resolve the issue.
- D. Review the issues and adjust the project plan to give a realistic schedule.

Correct Answer: C

Section:

QUESTION 265

A project is in the middle of the fifth iteration. Due to a sudden slump in the economy, the company recorded a drastic reduction in revenue. The strategic direction was to Implement costreduction measures immediately.

What should the project manager do next?

- A. Continue the current sprint without interruption and address priorities in the upcoming product backlog grooming sessions.
- B. Meet with the sponsor for guidance on the best path forward before executing sprints.
- C. Allow the project team to decide on the best path forward for the current sprint.
- D. Schedule a meeting with the product owner, discuss priorities and decide if anything from the backlog can be eliminated, based on current constraints.

Correct Answer: D

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