Exam Code: PMP
Exam Name: Project Management Professional
Website: www.VCEplus.io   -   www.VCEup.com

Exam A

QUESTION 1
A team member who is working on a critical project deliverable reported that their computer is not working. The IT department says that due to a high workload, they will not be able to provide assistance for 1 week.
How should the project manager address this situation?

A. Use project reserves to buy new equipment to avoid an impact to the critical path of the project
B. Schedule a meeting with the project sponsor to request a budget to buy or rent a new computer
C. Explore options with the IT department to expedite the necessary repairs based on criticality of the project
D. Ask the team member to find an innovative solution or workaround to overcome the issue and avoid project delays

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 2
Eight highly qualified experts have been assembled to work for a 6-month period on a specific aspect of an organization's product development process.
How should the project manager support this team to succeed?

A. Define roles and targets for all team members and regularly follow up with one-to-one meetings to review progress.
B. Hand over control of specific aspects of their roles as experts and let them agree on their own timelines and targets.
C. Work with the team members to define the overall objective and support them to engage around the goal.
D. Bring in a senior colleague who is also an expert to ensure the team is on track to achieve the goals and objectives.

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 3
A project manager wants to assign a junior engineer to a new project. In past projects, the engineer showed initiative to take on complex tasks and solve problems in innovative ways without any need for encouragement. However, the engineer declines the project manager's invitation to join the new project.
What is the most likely reason for the engineer's refusal to work on the project?

A. The project manager did not follow the normal hiring process with the engineer's functional manager
B. The engineer has "project burnout" from working long hours and solving difficult problems
C. The engineer did not feel welcome or enjoy working with the other project team members
D. The project manager did not sufficiently support and recognize the engineer's professional growth

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 4
During the execution of a project, a company decides that everybody will need to take vacation time before the end of the year. This may cause a change in the project time line.
How should the project manager address the situation?

A. Agree with functional management and team members on a vacation schedule that would minimally impact the project schedule
B. Submit a formal request to senior management asking them not to proceed with this decision based on the impact it will have on the project
C. Push out the project timeline according to the vacation plan in place based on the recent company policy
D. Discuss the vacation plan and include scheduling changes in the change log database

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 5
A project manager identifies an issue between two team members that is affecting the development of one of the deliverables during the second iteration of a project.
How should the project manager address this issue to avoid any impact to the project?

A. Send a warning to both team members indicating that if the issue continues, both will be removed from the project
B. Escalate both team members to their respective functional managers and let them take the appropriate actions
C. Contact the functional managers to request substitutes for the conflicting team members
D. Schedule a meeting with both team members to understand the issue and facilitate a solution that satisfies both parties

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 6
A project team is implementing a hosted system for a third party. Just before going live, the customer asks the project team to include additional functionality. The project team identified risks to the delivery date and informed the project manager that some of the requested functions are in conflict with the agreed scope.
What should the project manager do?

A. Discuss with the customer the risks identified and team's concerns
B. Discuss with the team, estimate the effort, and raise a change request
C. Ask the customer to go live and add the new functionality in the backlog
D. Ask the team to deliver the functionality on the agreed go-live date

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 7
A state-of-the-art product was delivered at the end of a project life cycle. However, the customer claims the product was not designed to specifications.
What should the project manager have done to avoid this issue?

A. The customer's requirements should have been captured and modified to meet the supplier's standards.
B. The iteration review planning meeting should have been planned accordingly.
C. The customer's requirements should have been captured in order to meet the customer's standards.
D. The sprint retrospective meeting should have included necessary stakeholders.

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 8
A project manager has been asked for performance feedback regarding one of the team members. The project manager would like to gather additional input from the project team because there are no metrics in place for evaluating employee performance.

What should the project manager do next?

A. Identify levels of decision-making authority
B. Evaluate demonstrated task accountability
C. Determine the appropriate approach
D. Analyze team member influence

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 9
A new major road project is starting, and the contractor has contractually committed to submitting regular status reports and participating in integration meetings.
Halfway through the project life cycle, the contractor stops participating in meetings and submitting reports, stating these items consume too much time.
What should the project manager do first?

A. Assess the risk of the contractor not attending meetings and submitting reports for the rest of the project and escalate it to the project sponsor
B. Remind the contractor that they committed to attending meetings and submitting reports per the contract
C. Submit a claim for not fulfilling the contract terms and handle the claim in accordance with the alternative dispute resolution
D. Speak with the company's lawyer and request that they demand the contractor fulfill their contractual commitments

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 10
While finalizing project management plans, a customer provides the project manager with a new set of quality standards to which the final product must adhere.
What should the project manager do to ensure a smooth delivery of the product?

A. Involve the client in risk identification
B. Agree with the client on a new project charter
C. Involve the client in a performance gap analysis
D. Agree with the client on acceptance criteria

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 11
A project manager has been given a critical, 5-day window and is allocated a maximum of US$100,000 as a contingency reserve. Subsequently, the project manager drafted a course of action based upon the best available information.
Overall, five actions were required to be completed at a cost of US$20,000 and a duration of 1 day each. After 3 days of work, the project manager completed two actions and spent US$80,000.
What should the project manager do next?

A. Complete all actions and then inform the client of the additional cost and schedule overrun needed to complete the project
B. Stop the work and raise a project change request to the change control board (CCB) for additional funds and a project schedule extension
C. As the CPI and SPI are greater than 1.0, reevaluate and prioritize the remaining actions
D. As the cost performance index (CPI) and schedule performance index (SPI) are less than 1.0, reevaluate and prioritize the remaining actions

Correct Answer: A
Section: (none)

Explanation

Explanation/Reference:
Explanation:

QUESTION 12
A project manager wants to make sure that similar projects in the future use the project's performance data as a reference. However, the project manager is not sure how to accomplish this.
What should the project manager do?

A. Keep project artifacts up-to-date and accessible to all stakeholders
B. Share project documentation in a repository with exclusive access
C. Schedule weekly knowledge-sharing sessions with key stakeholders
D. Send periodic emails to senior management with the latest project updates

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 13
During a system demo, a project stakeholder rejects the features completed from the most recent user stories. According to the stakeholder, the product does not meet the quality standards required by regulations.
What should the project manager have done to avoid this?

A. Ensured that the project sponsor understood the scope of the project to avoid any future complaints
B. Ensured the stakeholder concerns were properly addressed in the iteration to avoid future setbacks
C. Reviewed with the product owner that all acceptance criteria were met for the stories worked on in the iteration
D. Reviewed with the product owner that all the stories worked on in the iteration were in the project backlog

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 14
A project is 70% complete when the project sponsor requests an additional deliverable.
What should the project manager do first?

A. Negotiate with the project sponsor on the possible alternatives
B. Determine the possible impact of this change on all aspects of the project
C. Reject the request as being too late and leading to major scope creep
D. Submit the request to the change control board (CCB) for a decision

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 15
A company initiated a departmental transformation project improving the processes for the organization using a predictive approach. This is a critical project for the organization and, in the middle of the project, the project manager noticed that one of the deliverables cannot be produced due to a missing technical skill.
What should the project manager have done to avoid this?

A. Asked the sponsor to identify all required skills during the planning of the project

B. Identified all required skills after the kick-off of the project

C. Planned all required training for the team during the onboarding process

D. Identified all required skills during the planning of the project

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 16
A project manager is beginning a new project with very diverse team members. The project manager chose to use consensus building so the team can agree on and be engaged in how the project will be executed.
How should the project manager proceed?

A. Create an environment where the agreement is reached by a majority vote

B. Create an environment where the agreement is reached through discussion

C. Establish recurring brainstorming sessions to discuss project issues

D. Allow team members to contribute ideas in a stream-of-consciousness mode

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 17
A project manager for a software technology project works in a matrixed organization with virtual teams. Unfortunately, the functional manager informs the project manager that there may not be any resources available to test the software.
What should the project manager do next?

A. Request a teleconference meeting with the sponsor to submit a change request to allow the development team to conduct testing

B. Engage with the functional manager to discuss details to obtain the required support

C. Discuss testing requirements at the weekly project meeting to negotiate the best approach to test software

D. Send an email to the procurement specialist to negotiate with a company that specializes in software testing

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 18
A project manager is leading a team of diverse individuals of all ages. The working hours for the project were set at the beginning of the project, and all team members agreed to the hours.
However, later in the project, one of the team members informed the project manager that the previously agreed upon hours no longer work due to the team member's personal commitments.
What should the project manager do?

A. Discuss the lack of dedication with the team member and their functional manager

B. Allow the most senior team members to decide the time that works for the team

C. Remove the team member from the project team to be fair to the other members

D. Reassess the team's hours collaboratively so that the team is not impeded by the issue

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 19
A key project stakeholder has started to escalate all issues and main requirements to the project sponsor. The project manager is concerned about the team not receiving direct communications from this stakeholder.
Which two actions should the project manager take to improve the relationship with the stakeholder? (Choose two.)

A. Provide training to the team on emotional intelligence and status reporting techniques
B. Promote an adaptive and transparent environment where the team can easily communicate with the stakeholders
C. Share weekly status reports with detailed information about the project and team performance
D. Submit performance reports and task assignments to keep the stakeholder informed
E. Schedule regular meetings with the key stakeholder to provide updates and receive feedback

Correct Answer: BE
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 20
A project manager is leading a multiyear project that involves internal and external stakeholders.
As the project manager begins to gather requirements, additional business stakeholders express interest in being involved.
Which three actions should the project manager take to ensure proper stakeholder involvement?
(Choose three.)

A. Prioritize stakeholders based on the project phase and need
B. Perform a stakeholder assessment to align with the project objectives
C. Classify and rank stakeholders based on their positions in the organization
D. Include all stakeholders in the stakeholder engagement plan and provide the same level of communication
E. Develop a stakeholder impact/influence matrix to determine the level of engagement

Correct Answer: ABE
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 21
In the initiating phase of a project, the project manager and team members are prioritizing the product backlog along with the product owner.
What should the project manager do next?

A. Produce a value-added product for the customer in each phase of the project.
B. Produce a value-added product for the customer as continuously as possible.
C. Produce a value-added product for the customer in the beginning of the project.
D. Produce a value-added product along with the supporting documentation.

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 22
A project manager is overseeing a project as part of a program geared toward a major technology disruption. The team is comprised of brilliant young professionals who have worked on different projects for the organization in the past.
However, the team complained that they previously experienced a lack of direction during project execution and are afraid of the same issue in this project.
Which two actions should the project manager take to ensure that this issue does not occur in this project? (Choose two.)

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

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

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

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

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

Correct Answer: BE
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 23
Due to organizational changes, several key stakeholders are replaced by new ones in the middle of a project. As a result, numerous new requirements are raised.
What should the project manager do to ensure success of the project?

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

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

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

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

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 24
One phase of a project took much longer than initially anticipated. The key stakeholders expressed their concern regarding a potential project delay.
What should the project manager do?

A. Request additional contingency from the sponsor

B. Add more float to the overall project schedule

C. Expedite the next phase to reduce slippage

D. Organize a root cause analysis (RCA) workshop

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 25
An agile team is working on a project that will be launched in six countries. Each country has specific requirements in addition to the base offering. The estimates indicate it will take six months to develop the base offering and an additional month to finalize each country's unique requirements. The expected revenue for the product is the same for each country.
Which release strategy should the project manager recommend?

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

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

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

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

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

Explanation:

QUESTION 26
A primary stakeholder is unable to join the project status meetings consistently. The project manager has been communicating with this stakeholder informally and regularly to ensure that the stakeholder is up to date on the project.
However, the project manager has recently resigned and will not be meeting with the new project manager prior to departure.
How should the project manager ensure that the new project manager continues to update this particular stakeholder?

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

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 27
A project team is implementing an enterprise notification tool with a vendor. The project manager noticed that this vendor's developer has been reporting the same status for several weeks in a row. A few days later, the vendor communicates that the deliverable will not be completed on time due to resource constraints within their company.
What should the project manager do next?

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

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 28
A project manager for a software development company faces a number of financial risks in their project. The project manager needs to frequently check the strength and efficiency of the risk management process.
What should the project manager use to accomplish this?

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

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 29
Atypically high-performing team member has started to demonstrate a performance drop as well as some aggressive behaviors toward other team members in meetings. The project manager has worked with this individual for many months on this project and has not seen this type of behavior before.
What should the project manager do?

A. Discuss the individual's behavior with the other team members to determine if they have noticed and know what is going on
B. Attend more team meetings to observe the team more closely to determine the root cause

C. Discuss the project manager's observations with the individual to determine why they are behaving this way

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

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 30
In a newly formed project team, one experienced team member is overwhelmed by the complexity of the tasks and is not happy with the project team.
What should the project manager do?

A. Explain that the tasks are unavoidable and ask the team member to find a solution to overcome the challenges

B. Set up team-building activities with the project team members to reduce tension

C. Ask the team member to enter this potential schedule delay in the risk register

D. Actively listen to the team member and identify ways to support their needs in completing the tasks

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 31
A project is being delayed due to a large amount of rework caused by a quality problem that is impacting the critical path.
What should the project manager do?

A. Report the delay with rectifying actions to the project management office (PMO).

B. Rebaseline the project schedule to absorb the delay.

C. Notify the project steering committee about the cause of the delay.

D. Report the delay with rectifying actions to the change control board (CCB) for review.

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 32
An experienced project manager is managing a multi-million dollar agile project. The project manager communicates the ground rules to the team, but after 12 iterations, the project manager starts noticing that some team members are not following the ground rules.
What should the project manager do first to ensure team adherence to the ground rules?

A. Ask the functional manager to replace team members not following the ground rules.

B. Schedule a meeting with the project team to reinforce the ground rules.

C. Notify the project sponsor about this behavior and ask the sponsor to take disciplinary action.

D. Contact human resources to request a written warning letter be sent to team members not following the ground rules.

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 33
A project manager has been assigned a low-priority project that includes new team members with no previous formal project experience. The project team has requested deadline extensions for the first development increment twice already.
What should the project manager do to support the team?

A. Provide feedback to the team using project performance evaluations.
B. Include buffer time in the schedule to absorb future delays.
C. Escalate the impact on the schedule to the project sponsor.
D. Create a change request to extend the project's duration and costs.

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 34
A customer has provided excellent feedback on the project. However, a key project resource is leaving the company.
Which measure should mitigate the impact of this key resource's departure?

A. Establish a proactive knowledge-sharing plan
B. Offer a new contract to the resource who is leaving
C. Develop a contingency budget to replace the key resource
D. Update the risk register and inform the customer

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 35
A project manager is working on an enterprise resource planning (ERP) initiative that contains stakeholders spanning numerous business lines. The project manager begins to identify, evaluate, and categorize the stakeholder relationships to the program.
What is the purpose of this process?

A. Identify all stakeholders who can positively affect the project
B. Identify all stakeholders who can negatively affect the project.
C. Incorporate the needs of all stakeholders into the communications management plan
D. Incorporate only primary stakeholders into the communications management plan

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 36
A company just started managing a project using an agile approach. Due to this change, the general manager is worried about the scope definition process for upcoming projects.
What should the project manager do to ensure the project scope is completely defined?

A. Meet with the general manager and convince them to return to using predictive approaches to avoid any risk
B. Ask the general manager to review every requirement to ensure all projects will deliver the requested products
C. Ask for a budget increase to implement a double-check process to ensure every business need is included in the requirements
D. Help sponsors and stakeholders craft the product vision, and bring the team and product owner together to clarify expectations

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 37
A project manager is asked to develop maintenance planning software for a power plant. A similar project was executed by another department in the organization that was later closed due to low performance. The project manager is concerned about the project's performance and wants to take action in advance to ensure the project succeeds.
What should the project manager do?

A. Continue executing the project as planned and add more resources if they are required.
B. Evaluate the project risk and add external experts to address the potential risks.
C. Review the lessons learned on similar projects so that they do not fall back into the same pattern.
D. Inform the project sponsor about the risk and try to convince them to withdraw from the project.

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 38
A newly formed project team includes team members who have been working in the company for a long time as well as team members who are new to the company. The project team members discovered that there is a gap in communication between these two groups, and they are finding it hard to collaborate with one another.
What should the project manager do?

A. Ask the experienced members to lead the junior members to facilitate skill transfer
B. Organize networking sessions to allow the team members to get to know one another
C. Encourage team members to focus on delivering results with their specialized skills
D. Ask the team to self-organize and escalate any issues to the project manager

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 39
A project manager is working for an organization in country A and has been tasked with opening the first brick-and-mortar store in country B. The sponsor has identified the city for the store and wants to minimize any potential issues with the local government.
Which action should the project manager take to address the sponsor's request?

A. Work with the organization's legal department to identify local regulations to ensure project compliance
B. Work with the organization's project management office (PMO) to build a project team of residents located in the city
C. Work with the organization's real estate department and reach out to the local government to identify the best location for the store
D. Work with the local government to build the profiles of employees that will be working in the store

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 40
An equipment vendor will implement a new production line for a client company. The year-long project will include 2- to 4-month long iterations; however, the client's project manager has no agile experience.

How should the project manager ensure that the client is effectively represented in the daily meetings?

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

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

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

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

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 41
A project manager is working in a company that has several global offices. During resource planning for a new project, the project manager realizes that the company requires projects to include team members from different continents.
What should the project manager do to ensure a successful project execution?

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

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

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

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

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 42
A business stakeholder for a project is reluctant to accept an agile approach due to a previous bad experience, and is pushing for a predictive approach.
What strategy should the project manager use to persuade the stakeholder to use an agile approach?

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

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

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

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

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 43
A project engineer in country A is complaining about the sample received from the supplier in country B because the sample is not the correct length. During a telephone conference, the supplier checked the drawings and insisted that the measurement was accurate.
What should the project manager do next?

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

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

C. Escalate the issue to the purchasing department for review

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

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 44
A project manager has team members around the world in many different time zones. Project work frequently stalls because people in one office need to wait until another office is awake to have questions answered.
What should the project manager have done to avoid this?

A. Ensured that the project would be the highest priority for all team members
B. Planned and scheduled tasks and work packages to overcome geographical and time zone challenges
C. Learned more about how each team member prefers to communicate before assigning project work
D. Used communication tools, such as video conferencing, so different offices could communicate

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 45
The project manager is reviewing a project's progress and notices that one of the risks has become an issue.
What should the project manager do to address the situation?

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

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 46
A project manager has begun a complex oil refinery project. Although the project is in the initiation phase, the sponsor keeps asking for concrete dates for the most important project milestones.
When will the project manager be able to provide the requested information?

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

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 47
After conducting a performance assessment, the project manager identified that some gaps still exist.
What should the project manager ensure?

A. Awards are given to all team members for playing a role in the project and undertaking the assessment.
B. Performance improvement programs are organized for all team members who were assessed.
C. All team members rotate their job schedules immediately to make them versatile.

D. Assessment results are kept private and not shared among team members.

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 48
A project is in the execution phase. The client was actively involved in the early stages but has been less engaged lately. A number of changes to the requirements have recently been requested.
What should the project manager do next?

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

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 49
A technician is scheduled to install internet service at the homes of three remote call center agents who have different working schedules. Their functional managers arranged time off to allow time for installation and testing. The carrier sends an email to the project manager stating that one appointment is delayed for 2 days.
What does the project manager need to do now?

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

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 50
A team member in an agile project informs the project manager they might not be able to finish an assigned task on time, which could generate an obstacle for the rest of the team.
What should the project manager do?

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

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 51

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

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

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 52
An agile coach and technical writer for a globally distributed agile team are in a country with a 9- hour time zone difference from the agile team. The agile coach and project lead disagree on the timing for the daily standup. The project lead thinks the standup should be at 10:00 am local time, but the agile coach and technical writer feel that is an inconvenient time for them.
How does the project lead ensure adherence to agile practices?

A. Inform the agile coach that the daily standup will be at 10:00 am local time and ensure all parties can attend
B. Escalate to management that the agile process is not going to work and ask them to speak to the agile coach
C. Have a discussion with the team on the approach and come to a decision on when the daily standups should be
D. Have two separate daily standups, one for the agile coach and technical writer and one for the agile development team

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 53
A project manager receives a suggestion from a team member for improving the product attributes without impacting the schedule or cost. This will add value to the project and the customer.
What should the project manager do?

A. Reject the suggestion and ask the team member to focus on executing the plan
B. Ask the team member to submit a formal change request
C. Accept the suggestion as it has no impact on the project
D. Ask another team member to validate the impacts of the suggestion

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 54
During the third iteration of a project, the main sponsor retired from the company, and a new sponsor was appointed. The new sponsor is not familiar with the agile approach for project delivery, which leads them to request more control over the project team.
What should the project manager do?

A. Schedule a meeting with the new sponsor in order to explain the agile approach and how teams are supposed to be self-organized
B. Review the sponsor's request with the project team during the next daily review meeting in order to provide the requested control
C. Schedule an emergency meeting with the project team so they fulfill every request that comes from the sponsor
D. Review the sponsor's request with the project team during the next iteration review meeting in order to obtain a team decision

Correct Answer: A

Explanation/Reference:
Explanation:

QUESTION 55
A medium-sized company has been exploring new marketing tactics with regard to launching a new product. New product creation is no small task. In the end, it was too big of an expenditure for the company to undertake.
What should the project manager do in the future when working on new product projects?

A. Make use of kanban boards so all stakeholders have a clear view of the project and provide their help accordingly
B. Train the team to first find the minimum viable product (MVP) that will deliver value to the customer
C. Increase the contingency reserve and prepare the team for applying fast-failing techniques when the estimates veer from the initial plan
D. Adopt a chain management approach, developing products based on the same platform and infrastructure

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 56
A project manager is managing a few innovation projects with a high level of uncertainty. The project manager is experiencing challenges with the large number of change requests issued due to the nature of the project.
What should the project manager do?

A. Reduce the number of approvers required to implement a change request
B. Request sponsor approval for all change requests to reduce the number of changes
C. Initiate the number of iterations to reduce the number of change requests
D. Add a fixed number of change requests allowed by the client on the project baseline

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 57
A project manager is starting a new project, and the project team is located in different countries.
The team was going to use a specific tool to hold virtual meetings. However, that tool is not available in one team member's country.
How should the project manager deal with this situation?

A. Contact the project sponsor to have the team member removed from the project
B. Ask the team member to move to another location where the tool is available
C. Investigate alternative tools for virtual meetings that are available to all team members
D. Start the project and use email to communicate with the team member until the tool is available

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 58
Halfway through a project, the project sponsor is replaced by another peer who was not previously engaged in the project. The new project sponsor has rejected most of the project artifacts, and the team did not get the latest increment approved on the current iteration.
Stakeholders are not feeling confident about the project outcome.
What should the project manager have done to prevent this situation?

A. Performed a stakeholder analysis when the sponsor joined the project
B. Held a governance meeting to review the project increment
C. Escalated the issue to ensure the increment would be approved
D. Conducted a product iteration review with the new project sponsor

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 59
A regulatory branch of an environmental government agency has recently placed a ban on the manufacturing of a specified thickness of plastic packaging products. This ban will take effect in 12 months. The project manager for a startup firm working in alternative packaging has been monitoring the progress of this law for a while and, as part of the risk management, has identified new products that can support a growing customer base.
What should the project manager do next?

A. Begin a marketing campaign to sell alternative packaging after the 12-month period ends
B. Organize a meeting with all stakeholders and review the stakeholder engagement plan
C. Continue production processes and plan to discuss changes at the next annual target review meeting
D. Inform management of the new law as an opportunity to expand market share and share the proposed products

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 60
A project manager is part of a balanced matrix project organization. The project manager will receive all work performance updates directly from the new sourcing department head who has no time to spare to give the project manager the information.
What should the project manager do?

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

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 61
A project manager has just been hired by a company without a project management governance structure. During the kick-off meeting, a key stakeholder emphasizes the importance of the project meeting the company's strategy, investment, and compliance requirements.
What should the project manager do?

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

Correct Answer: A
Section: (none)

Explanation

Explanation/Reference:
Explanation:

QUESTION 62
A third-party supplier demands payment for the services provided for a project. The agreement was that payment would be made after the organization receives payment from the client. The third-party supplier lacks the capital to meet their payroll and has informed the project manager that if they do not receive payment quickly, they will withdraw team members from the project.
What should the project manager do?

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

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 63
A project manager is developing the stakeholder register and is having trouble understanding the motivation of some of the stakeholders.
What should the project manager do to get this information?

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

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 64
During a project's initiation phase, a lessons learned sharing session was held with the team from another project. Low construction productivity was discussed as a potential delay to project completion.
What should the project manager do next?

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

Correct Answer: C
Section: (none)
Explanation

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

QUESTION 65
A project manager is managing a mobile application development project when one of the experienced team members starts missing deadlines. The delays will impact project implementation.
What should the project manager do next?

A. Assign an additional resource to help the team member with the tasks

B. Ask the team member's functional manager if there are any known issues

C. Convene a team meeting to encourage and motivate the entire team

D. Meet with the team member to understand their concerns and/or issues

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 66
A project manager is leading a hybrid project. The only available resources that have experience with agile are not at the project manager's location. The project has a strict schedule and budget, and the project manager is concerned about their ability to deliver it.
What should the project manager do?

A. Engage the agile resources through video conferencing on a daily basis

B. Advise the sponsor that the project will be delayed as agile training will be required

C. Request a budget extension to get local resources experienced in agile

D. Plan to have the agile resources temporarily relocate to the project manager's location

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 67
An agile facilitator has gathered a team for a new project. This team and facilitator have not yet worked on a project together.
How should the facilitator proceed?

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

B. Hold a team charter discussion.

C. Schedule a release planning session.

D. Conduct a product roadmap session with the team.

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 68
A project manager has been assigned to lead a software project to generate savings at an important financial institution. Initially, the duration of the project was 13 months, but due to various issues during execution, the project was extended to 16 months. By month 11, the expected savings were exceeded but not all of the functionalities planned for that date were fulfilled.
How should the project manager inform the stakeholders of the project's progress?

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

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

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

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

Correct Answer: B
Section: (none)
Explanation

QUESTION 69
A project manager is working on the delivery of a solution that needs to be deployed to the public quickly. The project team is experienced, the stakeholders are supporting the delivery, and the customer is cooperating.
What strategy should the project manager use to ensure on-time delivery of the solution?

A. Meet with the customer to agree on the components of the solution and the priorities
B. Ask the sponsor for support regarding the allocation of additional resources to finish on time
C. Have a high-level plan for incremental deliveries and get the customer's feedback as early as possible
D. Have a detailed plan of all milestones, deliverables, functionalities, and allocation of resources

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 70
There is frequent conflict between two project team members working on a project. This has caused a negative impact on the project.
How should the project manager handle this situation?

A. Counsel both team members and caution them with a final warning.
B. Relocate the two project team members into different project teams.
C. Escalate the issue to the human resources (HR) manager before a larger problem develops.
D. Help cultivate self-awareness between the two team members through emotional intelligence (EI).

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 71
A few virtual team members are located in a region that generally has good internet connectivity.
However, they frequently experience connectivity issues joining team calls during the day.
What should the project manager do?

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

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 72
A company's CEO complains about the frequency of project communications. The CEO receives five project reports each week by email but does not have enough time to review them. In addition, the information that the CEO receives is not relevant in that it does not explain the project status.
What should the project manager do first?

A. Meet with the team and decide the type and frequency of the reports to send to the CEO
B. Send the CEO one executive summary per week instead of five reports per week

C. Review the communications management plan
D. Review the stakeholder engagement plan.

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 73
A project manager finds it challenging to comply with standardized processes for knowledge transfer. The project teams and stakeholders are scattered around field sites, the office, and remote locations. In addition, some team members have limited access to the electronically shared files.
How should the project manager manage this challenge?

A. Study the environment and the available resources to determine which approach to use.
B. Send the intended information through email since it is the primary communication tool.
C. Communicate a strong message to the team explaining the importance of knowledge transfer.
D. Request changes in the processes since it is not suitable for the company environment.

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 74
During iteration planning, team A identifies that an important deliverable is dependent upon a deliverable from team B.
What should the project manager do?

A. Ask team B to focus on their backlog and deliver based on their priority
B. Inform team B of the dependency and ensure that the deliverable is planned
C. Make team A a part of team B and ensure that the deliverable is ready
D. Request team B to immediately start this activity and deliver to team A

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 75
A large construction project is progressing well as per the project objectives. The project manager would like to report the project's value to the project sponsor and seek the next phase of funding closure.
What should the project manager do?

A. Ensure a measurement system is in place like earned value analysis (EVA) to track project value for the project sponsor
B. Create a detailed project report on successes and challenges for the project sponsor
C. Submit a detailed report on the cost budget vs. the cost actuals as the project sponsor will want to know more about finances
D. Arrange a site visit to show the project sponsor the construction progress in person

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 76
A project manager is planning a project with multiple work packages. Each work package has its own defined scope, but funding will be at the project level.
How should the project manager determine if the allocated resource budget is sufficient to cover the resource costs of the project?

A. Estimate the costs at the work package level and add those costs to calculate the total cost of the project and compare it to the allocated budget.
B. Create a budget burndown and a scope burnup and then verify that the project scope is completed before the allocated budget is depleted.
C. Divide the allocated budget by the number of work packages and verify that each work package can be completed within the allocated budget.
D. Fund each work package in the order of its importance and shift any remaining scope from non- funded work packages to funded work packages.

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 77
A project manager is managing a project that is halfway through its execution phase, and the quality standards of the deliverables were formally accepted.
However, a government agency has recently introduced new standards that may significantly impact the project. The deliverables must be changed to align with the new quality standards.
What should the project manager do?

A. Schedule training for the project team on the new regulations introduced by the government agency
B. Set up a structured, independent processes to determine if project activities followed the standards
C. Update the lessons learned register and inform senior management of the new standards
D. Evaluate the impact the new regulations will have on the project and submit a change request

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 78
A project team's performance is being impacted by impeding internal procedures that are affecting the progress of activities and team autonomy.
What should the project manager do first to address this situation?

A. Discuss the issue in the next sprint review meeting
B. Train the team members on the organization's procedures
C. Ask the organization to improve the internal procedures
D. Try to remove the barriers and empower team members

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 79
A self-organizing team for a critical project is consistently delivering value according to their commitments. During a retrospective, the project manager observed that most of the team members were stressed due to over commitments.
What should the project manager do?

A. Support the team during the planning phase to only commit to what they are able to deliver
B. Request additional resources to continue delivering value while reducing team stress
C. Ask individual team members to plan staggered leave to avoid becoming stressed
D. Help the team members by organizing regular stress-relieving and team- building sessions

Correct Answer: A

QUESTION 80
A project manager received the project charter for a new product. The project is expected to have two main deliveries: the hardware part that has detailed specifications already defined, including a sample machine, and the user interface software that has only a basic specification and a requirement for a user experience design approach.
Which project management approach should the project manager use?

A. The software development has a high uncertainty level, so an agile approach is recommended for the project.
B. A hybrid approach will work, using agile for software development and a predictive approach for the hardware deliveries.
C. The deliverables are significantly different, so the project should be split into two projects that are driven by a program.
D. The scope is well defined; therefore, a predictive approach is straightforward and the hardware and software can by synchronized on the gates.

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 81
An agile team member received certification on a new tool; however, this team member is complaining that the rest of the team is not using the tool due to lack of knowledge.
How should the servant leader apply emotional intelligence to leverage this situation to benefit the project?

A. Request budget to reward the team member so others will be motivated to obtain the same certification.
B. Promote the team member to product owner to leverage the new knowledge with the clients.
C. Ask the team member to use their recently acquired knowledge to develop and provide training to the team.
D. Provide an incentive to team members who begin using the new tool on this project.

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 82
A project manager has been assigned to a project after the charter has been approved. While reviewing the charter with the team, the project manager finds that some major budget items, necessary for achieving the project outcome, have been missed.
What should the project manager do next?

A. Immediately discuss this with the project sponsor and request to revisit the budget to ensure its accuracy
B. Add the missing budget items to the risk log and present them in the next project steering committee
C. Start the project and deal with these budget issues as they arise throughout the project life cycle
D. Reduce the quality and cost of other deliverables to allow additional budget for the items that were missed

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 83
A project schedule risk has turned into an issue. The project manager foresees delays in project execution.
What should the project manager do to resolve the issue?

A. Escalate the issue to senior leadership for resolution

B. Work with relevant stakeholders to determine possible solutions

C. Update the schedule baseline to the new project time line

D. Update the risk management plan and send it to the project team

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 84
A project manager is assigned to a project where a vendor has been engaged to build a new system. One week before user acceptance testing (UAT) is scheduled, the vendor informs the project manager that they can only deliver half of the promised functions by the UAT start date.
What should the project manager do next?

A. Communicate with the vendor and project team and explore possibilities for resolving the issue

B. Wait until the vendor cannot deliver and then invoke liquidated damages based on the contract

C. Escalate to management and prepare for project closure by canceling the contract with this vendor

D. Adjust the project schedule to accommodate the current development progress of the vendor

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 85
In a time-critical construction project, a misunderstanding occurred between the supervisor and the technician. The misunderstanding turned into a major conflict and the technician has complained to the project manager that they cannot continue to work under the supervisor any longer. The supervisor cites the technician's poor performance as the reason for the conflict.
How should the project manager resolve the problem?

A. Use a direct, collaborative approach with the technician and supervisor

B. Provide a just-in-time training to the technician to improve their skill set

C. Replace the technician with a high performing resource as time is critical

D. Talk to the supervisor to tone down their approach and attitude

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 86
A project is comprised of team members who are not engaged and committed to project success.
What should the project manager do to address this situation?

A. Contact the project sponsor to request approval to release the current team and hire replacement personnel

B. Call each team member to gain their perspective on the problem, then bring the whole team together to discuss a solution

C. Send each team member a direct email indicating that disciplinary action is likely if they do not change their attitude

D. Accept the situation knowing there is schedule slack available to release on an incremental basis when necessary

Correct Answer: B
Section: (none)
Explanation

QUESTION 87
A project manager has been assigned a project to build a new solar farm that will provide clean energy to a new housing complex. The government has decided to reduce the tax on renewable energy products starting 1 January. The supplier has reached out and stated that the order placed for solar panels to be delivered on 20 December might be delayed until early January. On the other hand, the project will face similar constraints due to the December holidays.
What should the project manager do about this risk?

A. Review the supplier's contract to understand the terms of sale
B. Insist that the supplier deliver the goods on the agreed date
C. Update the risk register and take advantage of the opportunity
D. Accept the risk and update the risk register

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 88
A project manager is assigned to manage a project for a previous client of the company. The project manager was warned that this client will likely try to add extra scope to the project without considering the impact of change on time, cost, quality, and risks.
Which action should the project manager take to help plan and manage the budget and resources?

A. Refuse to allow the client to change the scope and examine the lessons learned register.
B. Decompose the deliverables into work packages and review the project charter.
C. Create tight scope statements and review the historical information.
D. Include a scope change process and review the project charter.

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 89
A project manager is managing a project with a hybrid approach and has requested a senior team member to perform a quantitative risk analysis. The team member responds that they do not have the knowledge to perform such an analysis.
What should the project manager do?

A. Help the team member to perform the quantitative risk analysis through coaching, mentoring, and training
B. Escalate the issue to the functional manager
C. Perform the quantitative risk analysis for the team member
D. Contact the project management office (PMO) and request them to assign another team member who has the knowledge to perform this task to the team

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 90
A senior developer working on a large artificial intelligence (AI) project has worked hard and shown excellent results. The project manager is very happy with the developer's contribution and thinks that the developer deserves a reward.
What should the project manager do?

A. Create an opportunity for the project team to recognize this developer

B. Print a recognition certificate and present it to the developer during a meeting

C. Send a recognition email to the team and copy management

D. Reward the developer according to their motivations and interests

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 91
A global program is being kicked off, and various distributed teams are involved in delivering the initiative. Besides planning and executing the scope for the initiative, team interactions must be considered.
How should the project teams interact in their meetings?

A. Videoconferencing

B. Encrypted emails

C. Phone conversations

D. Chat conversations

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 92
A project manager is part of a global project team and is in charge of managing the scope defined by their country. There is a clear division regarding which pieces of the scope should be treated by global and local teams. During the last sprints, the project manager has been receiving requests that the global team should handle.
What should the project manager do in this situation?

A. Assess the team's capacity to absorb the workload

B. Evaluate and understand the cause of the conflict

C. Escalate the situation to the project sponsor

D. Reject the workload back to the global team

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 93
A company is transitioning projects from a predictive to an agile approach. The CFO is concerned that one of the agile projects has an important feature for the financial department that is being delayed for a later iteration.
What should the project manager do to clarify the situation?

A. Request support from the CEO on how to deal with the situation

B. Increase the size of the team in order to match any prior expectations of the CFO

C. Create an executive board to review the product backlog and replan the next iterations

D. Clarify with the CFO that the prioritization process is based on business value

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 94
A project manager for a technologically complex engagement reviews the key project indicators with the main stakeholders on a regular basis. During one of the meetings, the project sponsor explains that they are using the project manager's risk register as a way to communicate about the project at the executive level.
How should the project manager ensure that project risks are reported accurately in the risk register?

A. Update the risks in the risk management plan

B. Review the risks throughout project execution

C. List the project risks identified in the kick-off meeting

D. Plan to update the risks at project closure

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 95
A project manager recently finished a project and started managing a new project with a different supervisor. As part of the early project activities, the supervisor from the original project is assigned to the team as a nonsupervisory resource and immediately begins challenging all decisions made by the current supervisor.
What should the project manager do to resolve this conflict?

A. Ensure the new supervisor takes the lead when being challenged

B. Give the project team time to work through the issues with the new supervisor

C. Immediately remove the resource from the project team

D. Communicate with the resource on the roles and responsibilities of this project

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 96
A project manager sent the first communication about the project management plan to the team.
The next day, two field engineers were asking about their roles and the project schedule.
What should the project manager have done?

A. Sent the roles and responsibilities matrix along with the project management plan

B. Confirmed that the communication was understood and solicited feedback from the team

C. Briefed each team member on their roles before sending the project management plan

D. Discussed the roles with the managers to help explain them to their team members

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 97
A solution designer in an agile team often passes the design information to team members without any documentation. This has resulted in misunderstandings within the team.
What should the agile leader do?

A. Move the solution designer to another team

B. Review the process that resulted in this situation

C. Ask the team to document the design

D. Stop work until the design document is completed

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 98
A software system is being built for a company. Once the system is in production, the team would like to collect usage data to evaluate the delivered value.
Which evaluation practice should the project lead use to obtain accurate usage data?

A. Embed a feedback form into the system for users to respond
B. Build the functionality in the software to collect the operational usage data
C. Send out a questionnaire to all users regarding the most useful features
D. Interview a sampling of users to obtain the usage data

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 99
A software project using an agile approach is facing quality issues with every release, generating many production problems.
What should the project manager do to fix the problem and improve the quality?

A. Use the retrospective meeting to better understand the root cause of the quality problems and put together a plan with the team to address the problems
B. Hire an external company to add an additional layer of testing, making sure that the final product is well inspected before releasing
C. Create a reward system granting incentives to the team members who are able to catch more defects
D. Seek extra funding approval with the sponsor to replace junior team members for more experienced ones

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 100
A project manager is managing a national rollout for an innovative product in a regulated environment that is expected to change. The project management office (PMO) needs visibility of the regulatory constraints while maintaining a degree of flexibility.
Which tool can the project manager use?

A. Use a burndown chart to provide transparency
B. Use a burnup chart to provide transparency
C. Use a kanban board to increase accountability
D. Use a product backlog to manage changes

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 101

A project manager is managing a very important business transformation project. The goal of the project is to extend a desktop application with a mobile application module. The marketing department believes that a main competitor is working on a similar product.
Which delivery approach should the project manager use for this project?

A. Extreme Programming (XP) delivery, to mitigate the high risk related to a new product
B. Traditional delivery, to ensure high quality and that the product meets market demands
C. Incremental delivery, to ensure that mobile capability is released fast to the users
D. Iterative delivery, to ensure that user feedback is incorporated into the second iteration

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 102
During the implementation phase of a construction project, a key supplier went bankrupt and cannot supply the contracted material. This issue could affect the project schedule.
What should the project manager do first?

A. Escalate to the management team for delay approval
B. Add the risk and the delay to the risk register
C. Update the schedule to include the delay
D. Update the issue log and act to minimize the impact

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 103
A project manager for a factory construction project in a small town is evaluating the necessary actions to engage stakeholders. The local community is speculating the impact of the facility.
There are rumors of job opportunities and environmental impacts, which are listed on the project risk matrix.
What should the project manager do with regard to community engagement in this situation?

A. Build channels to extend communication efforts to the local community.
B. Focus on the sideward stakeholders only and let the organization manage the community.
C. Use the city administration to address communication with the community.
D. Include the local union representative in the high-power, high-impact stakeholder group.

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 104
A company that uses a predictive approach and operates in a highly regulated market is losing profitability because its product life cycle is taking longer than those of its competitors. A new project manager has been hired to change this scenario.
What approach should the project manager propose?

A. Migrate to an agile model, focusing primarily on an iterative approach, leaving the incremental life cycle as a next step
B. Change to an agile model, focusing primarily on the incremental life cycle, leaving the iterative approach as a next step
C. Maintain a predictive approach, but increase the focus on better planning and tracking to anticipate problems and avoid delays
D. Propose a hybrid approach, leveraging the benefits of an agile approach while respecting some aspects of the company's industry

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 105
A company is using an agile approach to launch a new product. In the second sprint, the team encounters a technical problem they have never faced before.
What should the project manager do?

A. Organize an early retrospective with the team to analyze the problem
B. Ask the product owner to write the specifications for the related user story
C. Facilitate a problem-solving session with the team to analyze the problem
D. Inform the project sponsor about the problem faced by the team

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 106
A project manager assigned team members to work in pairs on a large amount of technical reports. At times, the project manager noticed that important information was not shared properly among the team. This has caused delivery delays and, ultimately, the failure to complete the project.
What is the root cause of this issue?

A. Incorrect communication techniques applied during implementation
B. Lack of team member training on documentation planning
C. Improper assignment of tasks to team member pairings
D. Team cohesiveness was lost because team members worked in pairs

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 107
A key stakeholder has recently started in a company and has been assigned to a hybrid project.
Although very experienced in their domain, the stakeholder has only been exposed to predictive project approaches.
What should the project manager do?

A. Inform the project management office (PMO) that the team will use a predictive approach for this project
B. Inform the stakeholder that they must level their knowledge with other stakeholders
C. Allocate time to mentor the stakeholder in the selected project approach
D. Update the risk register with the potential impact and apprise the steering committee

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 108
A senior manager attends one of the project review meetings and expresses concern that the project will not meet the quality standards.
What should the project manager do?

A. Ask the senior manager to approve the user acceptance testing (UAT) plan

B. Inform the senior manager that there are approved quality standards

C. Review the quality management plan with the senior manager

D. Estimate the backlog items to forecast quality

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 109
Two team members were recently released from a project because the customer reduced the budget. However, the agile team is still receiving the same, if not more, work requirements as before. How should the agile project leader resolve this situation?

A. Update the project budget with the released team members.

B. Update the restriction log with the new team capacity.

C. Explain the new project requirements to the team.

D. Explain the new team velocity to the customer.

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 110
An IT project manager for a project that is 50% complete learns that a critical team member plans to relocate to another country soon. The team member is needed for the remainder of the project. How should the project manager improve team dynamics?

A. Require that all team members be physically present for the weekly project review

B. Offer the team member an incentive to stay until the end of the project

C. Replace the team member with someone who has similar qualifications and is located closer

D. Set up a weekly video conference to monitor the progress of the team member's work

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 111
A product development team has team members located in four different countries. A senior manager is assigned the task of recruiting a project manager to manage this project and the virtual team. Which skill is required for a project manager to successfully manage this team?

A. Possesses strong interpersonal skills to drive high-performing virtual teams

B. Plans and controls every aspect of the team's deliverables to avoid surprises

C. Speaks several languages and has lived in different countries

D. Implements the organization's standards and processes for the project

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

Explanation:

QUESTION 112
A senior project manager is working for a company that is not yet making a profit. However, the company has many innovative projects in development. Most of the project time lines have slipped, and the staff is overwhelmed.
What should the project manager do to help the company meet their financial objectives?

A. Prioritize the projects, giving higher priority to projects that will increase profit
B. Ensure that all of the projects are of high quality and are delivered on time
C. Request that upper management hire additional staff to support the projects
D. Make sure the project is fast tracked so that slipped time lines are recovered

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 113
A project manager is assigned to a building construction project. The project manager has taken an agile course and wants to use agile practices in the project.
What should the project manager do?

A. Choose the agile practices that can be implemented in this type of construction project and apply them
B. Hire a consultant to provide a second opinion about whether agile can be applied to a construction project
C. Review the stages of the project to allocate additional budget for agile resources
D. Assign a scrum master to the project to implement agile practices in the project

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 114
During project execution, a global project team was using a video conferencing tool to support the daily meetings. However, during these meetings, only a few team members were actively participating. As a result, lots of misunderstandings occurred.
What should the project manager do to address this issue?

A. Check the ground rules of the meeting to review the initial agreement with the team members
B. Use round-robin check-ins to facilitate the meeting, so all participants have the opportunity to speak
C. Book one-on-one meetings with the team members who are not speaking up during the daily meetings to get their updates
D. Identify one team representative to speak up during the daily meeting and share the team updates

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 115
A company has a transformation project in progress. During a planning session, several stakeholders are in constant disagreement and often use personal arguments to support their position. Team members are getting frustrated with the situation.
What should the project manager have done to avoid this situation?

A. Established ground rules before the discussion had started
B. Reinforced that higher-level management has the decision power
C. Invited a high-level sponsor to the meeting to reduce the level of disagreement

D. Asked stakeholders not to voice their opinions during the meeting

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 116
While monitoring a project at a work site, the project manager notices that the site team's work breaks have increased by a few minutes every week.
How should the project manager approach this?

A. Dismiss some of the workers for failing to adhere to the break policy
B. Issue a formal written warning to all hourly workers for their break tardiness
C. Have a meeting with the team to discuss the issue and propose solutions
D. Reduce payment to the workers due to their extended breaks

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 117
A project manager is working on a construction project. The company owner asks the project manager to provide cost estimates for the new decoration project within 4 hours.
How will the project manager be able to complete this task?

A. Call a meeting with the project team to identify the most appropriate approach
B. Tell the owner that a rough order of magnitude will be provided
C. Contact a subject matter expert (SME) for advice and consultation
D. Tell the owner that the task requires more time and expertise

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 118
A project is approaching successful completion, and all stakeholders are really proud of the achieved results. The project management office (PMO) recommends the project manager to lead the next similar project.
What should the project manager do next?

A. Engage key stakeholders to complete and deliver lessons learned.
B. Select the same stakeholders for the next project to avoid doing knowledge transfer.
C. Present the project achievements and delegate knowledge transfer to the steering committee.
D. Request the PMO to manage the lessons learned repository.

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 119
In order to increase a project's profit margin, the project manager and subject matter experts (SMEs) agreed to select the oldest model of a specific machine available in the market. When the machine reached its destination country, it was

blocked by customs authorities who restricted the import of this machine model.
What should the project manager have done to prevent this from happening?

A. Ensured that the SMEs correctly defined the project scope and the machine model.

B. Ensured the project sponsor provided enough funding to purchase the latest version of the machine.

C. Ensured that regulatory compliance was considered in the quality management plan.

D. Ensured that the technical team researched and selected the latest model of the machine.

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 120
A project is behind schedule because of a delayed equipment installation. This is affecting many other activities. The manager responsible for the equipment delivery notified the project manager that there is a capacity issue for the team doing the installation.
What should the project manager have done to prevent this situation from happening?

A. Defined the skill requirements more clearly in the scope statement.

B. Asked the manager to follow the agreed-upon resource management plan.

C. Conducted periodic reviews with the manager on resource availability.

D. Consulted with the installation team on a regular basis to check for conflicts.

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 121
The scope of a project is to replace the street signs within a 10-km radius. The client does not want to sign the project closure report if the radius is not extended by 1 km, to be aligned with the council's development plan.
What should the project manager do?

A. Delay the approval and ask the project sponsor for additional funding.

B. Contact the council and ask for their approval to extend the scope of the project.

C. Initiate a new project and discuss the request because it came in too late.

D. Obtain formal acceptance for the completed work and submit a change request.

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 122
A company has started developing a new product. During execution the project team notices that another competitor has launched a product with very similar functionalities and a cheaper market price.
What should have been done differently to avoid this scenario?

A. A minimum viable product (MVP) should have been released to get feedback from the market.

B. More backlog refinement meetings should have been scheduled.

C. The Kanban method should have been utilized to optimize the work in progress (WIP).

D. An iterative life cycle approach should have been adopted.

Correct Answer: A
Section: (none)

Explanation

Explanation/Reference:
Explanation:

QUESTION 123
An organization is about to start a multiphased project. Due to strict regulations, some of the phases must be completely planned in advance. However, other phases allow for more flexibility and experimentation on scope and schedule. The sponsor wants to pursue the project objectives as planned, but also wants to accommodate new information and changes as the project progresses.
Which project management approach should the project manager select for this project?

A. Hybrid
B. Incremental
C. Agile
D. Phased

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 124
A project manager is leading an innovation project that is facing a lot of risks due to a high level of uncertainty. What strategy should the project manager use to manage these risks using an agile approach?

A. Develop an agile risk matrix to track, assess, and evaluate the uncertainty of the project.
B. Implement a scrum risk retrospective to analyze the risks at the end of the project.
C. Assign an agile risk manager to better understand and track the project risks.
D. Evaluate the risks constantly and reprioritize work as the project progresses.

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 125
A laboratory is launching a new product, defined to be executed in eight iterations with a fixed release date. At the beginning of the second iteration, the project manager realizes that a significant regulatory feature is missing in the project backlog.
What should the project manager do?

A. Ask the product owner to add the missing feature in the backlog.
B. Invite stakeholders to discuss the impact of adding the regulatory feature.
C. Estimate the related cost and ask for a project extension.
D. Increase the capacity of the team to include the missed feature.

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 126
A senior vice president requested the creation of more agile teams to run projects of varying lengths and complexities in parallel with each other. This will impact the amount of time the project managers will be able to dedicate to each project. The project managers typically dedicate 50% of their time to projects regardless of their complexity.
What should the project manager do as a servant leader to help achieve this transformation?

A. Review the organizational process assets (OPAs) to evaluate mitigation plans for similar risks.

B. Create a risk entry regarding the project manager's capacity and develop a mitigation plan.
C. Empower the team to develop the necessary skills to move the project forward independently.
D. Issue a change request to hire additional project managers based on the increased workload.

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 127
A project manager is in a cross-functional agile team. The project manager has been assigned a software project with multiple features that will take the team about a year to complete. The CEO is insisting that the solution needs to meet business goals for the year end, which is due in 6 months.
What should the project manager do to align stakeholders' needs and expectations?

A. Work with the stakeholders to create a prioritized backlog and release a roadmap.
B. Modify the requirements to those that can be completed in 6 months.
C. Implement fast-tracking and crashing activities to complete the project in 6 months.
D. Include all stakeholders in daily scrum meetings to keep them informed.

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 128
A project manager is managing a project to deploy new software to 200 end users. During the implementation, there is a missed process that caused some of the users to lose their computer data.
What should the project manager do first?

A. Meet with the team to discuss the root cause and encourage the team to take note of it and continue to focus on the deployment.
B. Record this case until the final lessons learned session is complete to prevent impacting the team's morale during implementation.
C. Meet with the team members and request they conduct a review of the case by providing feedback as lessons learned.
D. Invite a consultant to review the process in order not to repeat the same issue and share the results with the team.

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 129
A project manager is assigned to a major construction project. The project is critical to the city's population, and especially to the local government official who committed to delivering the project on time as an election promise. A new project sponsor has been assigned and wants to include aspects that the previous project sponsor did not support.
What should the project manager do next?

A. Meet with the new project sponsor to review the current project scope and the requested changes.
B. Rebaseline the project as there is now a new project sponsor, which is presenting an opportunity to review and recalibrate the project objectives.
C. Invite the project sponsor to a briefing with the project team to demonstrate progress and seek further support to meet project-committed deliverables.
D. Inform the new project sponsor that the new aspects will not be included in this project.

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

Explanation:

QUESTION 130
In an agile team, some of the team members are coming forward to ask for more autonomy on the project.
What should the project manager do in this situation?

A. Encourage the team lead to make decisions.
B. Encourage the team members to make decisions.
C. Discourage them as conflicts may be created.
D. Discourage this request, as it is for the management team.

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 131
A project had scheduling delays, which necessitated the team to work overtime to meet critical milestones. This led to some misunderstandings among team members. The project sponsor has allocated a monetary award.
How should the project manager utilize the award?

A. Meet with the team members and ask them how to spend the reward.
B. Arrange a luncheon for all team members and include team-building sessions.
C. Draft a points system to allocate a portion of the money for each resource.
D. Allocate the reward to the team leaders to spend on the team as they see fit.

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 132
A company is conducting a digital transformation project that has a hard deadline. The marketing team wants to combine this implementation with a new product, and the newly assigned project manager is not aware of all the dependencies.
Using a hybrid approach, what should the project manager do to ensure the dependencies are taken into consideration?

A. Implement a project newsletter so the different team members can be informed about the progress of each project.
B. Make sure that each individual project schedule is aligned with the common deadlines.
C. Combine all of the small projects into one big project so the team can collaborate better as one big team.
D. Facilitate communication promoting a Scrum of Scrums so the different teams are aware of the dependencies and progress.

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 133
During an agile project, a project manager lost one of the resources, and at the same time, uncovered new requirements, which were added to the backlog. What should the project manager do next?

A. Reevaluate the backlog priority with the product owner since the velocity has been impacted.
B. Reevaluate the scope of the current iteration to keep the same velocity and timeline.
C. Reevaluate the velocity as the iteration duration will be impacted by new requirements.
D. Reevaluate the project schedule as the velocity will be impacted by the loss of resources.

Correct Answer: A

Explanation/Reference:
Explanation:

QUESTION 134
An agile project will be delivered to a client based on a fixed price in cryptocurrency. Due to the volatility of cryptocurrency, both parties have agreed to adjust the scope to the value of the cryptocurrency at the end of every iteration and halt the project when the agreed price is reached.
Which approach should be used in this situation?

A. A flow-based approach starting with the smallest stories.

B. An iterative approach starting with the highest value epic.

C. A predictive approach with short phases.

D. An incremental approach with a minimum viable product (MVP).

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 135
A project is about to start. The project manager has found that the client does not have an appropriate knowledge management system and does not have a requirement for it.
What should the project manager do?

A. Provide just-in-time knowledge to the client, upon request.

B. Utilize the cloud wiki to collect the necessary knowledge.

C. Ask the team to collect the knowledge locally and share it at the end of the project.

D. Coordinate with the team and the project stakeholders to collect the knowledge.

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 136
A team has individual daily start times for each team member. Sometimes the overlap between team member working hours is short. During those times, the interactions and work as a team are reduced and ineffective.
What should the project manager do?

A. Inform the team members who are joining late to join early and work together.

B. Allocate the overlap time for each team member and ask them to adhere to the schedule.

C. Ask the team to define a team charter and agree on core working hours.

D. Ask the team to start at the same time to obtain the maximum number of team working hours.

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 137
A project team consisting of various professionals of different nationalities is struggling to achieve their project deliverables. What should the project manager do?

A. Provide the team with support to solve their own problems.

B. Inform the project sponsor and train the entire team.

C. Ask the human resources (HR) department to conduct performance training.

D. Ask the functional department manager to replace the team members.

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 138
An organization is struggling to start an important project. The project manager has identified that the scope definition is the main item preventing the project from starting. Although most of the scope items are defined and agreed upon among the stakeholders, there are a few items that are hard to grasp and very complex to define at this stage.
What should the project manager do?

A. Propose that the well-defined scope items be delivered using a predictive approach and use an agile approach to deal with the complex items.

B. Maintain stakeholder momentum in working on the scope definition until a full detailed scope is achieved prior to starting the project.

C. Recommend splitting the project into two smaller projects in order to work exclusively in an agile environment without interference from a predictive approach.

D. Update the risk register and escalate the issue to the project management office (PMO), requesting more resources be added to help define the project scope.

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 139
A project is ending its fifth out of six iterations. During the iteration review, a customer adds a new regulatory feature that exceeds the capacity of the remaining iteration.
What should the project lead do?

A. Register an issue and escalate it to the project sponsor.

B. Invite the stakeholders to discuss a new prioritization.

C. Estimate the impact and consult with the product owner.

D. Increase the team capacity to finish the project on time.

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 140
A project manager at a large corporation has been assigned to oversee a customer experience project. Within the project, customer satisfaction is a big issue and there are many unresolved customer queries on a daily basis. The project manager has been informed that the customer service team is overwhelmed with these unresolved queries.
Which two actions should the project manager take to correct this problem? (Choose two.)

A. Contact the customers in batches and inform them that the issues are being worked on currently.

B. Confirm the issues truly exist by conducting a survey and other analyses that may detect the real issue.

C. Deploy solutions that will track, prioritize, and resolve queries as soon as possible.

D. Ask senior management to replace the customer service manager with a more qualified one.

E. Request that the customer service team prioritizes work on queries that are received this week.

Correct Answer: BC
Section: (none)
Explanation

QUESTION 141
During the execution phase of a project, a new department has been created in the company.
The manager of this department has requested to be involved in the regular project communications and reporting cycles.
What should the project manager do?

A. Ask the project team members to include the manager in all of their communications regarding this project.
B. Inform the manager that only stakeholders identified in the communications management plan should be involved.
C. Perform a stakeholder analysis and update the communications management plan to reflect the new situation.
D. Suggest the manager contact the steering committee and project management office (PMO) to be included.

Correct Answer: C
Section: (none)
Explanation

QUESTION 142
Close to the end of a project, a customer claims that some deliverables have not been met and starts initiating change requests.
What should the project manager do next?

A. Refer to the requirements traceability matrix.
B. Escalate the change request to the project sponsor.
C. Revise the project scope baseline.
D. Review the approved project charter.

Correct Answer: A
Section: (none)
Explanation

QUESTION 143
A project has met the agreed-upon product requirements and is closing. There is time remaining in the schedule and excess budget. The resources are not yet scheduled to move to other projects. Several product champions want to continue adding functionality to the product.
What should the project manager do?

A. Use the remaining time and resources to add additional scope to the project without spending the project budget.
B. Ensure product quality by spending the remaining resources and time on additional quality checks for the product.
C. Acknowledge the project closure criteria has been met and release the remaining budget and resources.
D. Obtain approval from the sponsor to add additional functionality to the project deliverables with the leftover budget.

Correct Answer: C
Section: (none)
Explanation

QUESTION 144
A company wants to be a pioneer in its industry and has announced the launch date of a new innovative product. After the first sprint planning, the team realizes that it is not possible to deliver all the features in the required time.
What should the project manager do to ensure success?

A. Ask the customer to reduce the backlog to meet the launch date.
B. Increase the capacity of the team to deliver the completed backlog on time.

C. Assist the team in defining a minimum viable product (MVP) by the launch date.
D. Schedule a meeting with the stakeholders to review the contingency plan.

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 145
An agile project is running its third iteration with a duration of 2 weeks. A new operations director, who only has a predictive background, started working at the company. In the first meeting with the project manager, the director demands a weekly project status report.
What should the project manager do?

A. Invite the director to attend the daily standup meetings.
B. Share this with the team and ask them to develop reports for the director.
C. Introduce the agile aspect to the director and agree on a solution.
D. Explain to the director that agile projects have live reports.

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 146
Several components of an expensive manufacturing project have been returned by the customer.
The customer is complaining that the quality of the components is poor and is concerned that, as a result, their products will be returned due to quality issues. The project manager is certain that quality has been maintained.
How should the project manager communicate with the customer to help assure them that the project has produced quality products?

A. Show the customer the tolerance and control limits.
B. Show the customer sample results from the current batch.
C. Show the customer a sample history of quality.
D. Show the customer the quality control measurements.

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 147
A company is working on a project to develop an integration of their existing systems. There are known issues in production.
What should the project manager do?

A. Identify and remove impediments and mitigate the risks.
B. Ensure the product owner reviews requirements with the team.
C. Include acceptance criteria in the definition of done (DoD).
D. Review the quality control processes and procedures.

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 148
A company changed the product owner on an existing project. The new product owner has less knowledge of the product than everybody else on the team. Due to the product owner's lack of knowledge, the team does not consider the opinions of the product owner seriously and mostly relies on the project manager's opinion.
What should the project manager do?

A. Work with the project management office (PMO) manager to generate an onboarding plan for the new product owner.
B. Schedule time to share insights with the new product owner about the product and project information.
C. Assume the role of the product owner while the product owner gets familiar with the product.
D. Organize a team-building activity and ask the team to respect the opinions of the new product owner.

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 149
A mid-size capital project has shared resources from the company's contract department. During the execution phase, the project team observed a delay in contracting. After communicating with the contract department, the project manager found the contract team is prioritizing other contracting jobs because they are not part of the project team.
What should the project manager do first in this situation?

A. Report the issue to higher management and seek their direct involvement to complete the job from the contract department.
B. Arrange a meeting with the contract department to build trust and commitment by recognizing their critical support to the project.
C. Arrange several meetings with the contract department and ask them to contract the project as it is critical for project success.
D. Communicate with the contract manager to commit a budget for the resources required for project execution.

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 150
A team shared a complaint regarding the scrum master during the last sprint review. The team expressed that they were delayed because the scrum master did not remove impediments, such as scheduling some meetings with external teams and obtaining a room to work collaboratively, among other critical blockers.
What should the project manager do?

A. Request an additional resource to assist in solving all of the impediments listed by the team.
B. Determine and agree when a situation becomes an impediment to be solved by the scrum master.
C. Request the team review and prioritize the open impediments to resolve all of them as soon as possible.
D. Push back, explaining that a self-organized team should address all of the problems to get the work done.

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 151
A project manager is leading a global project with resources spread out in different locations. The stakeholders have different interpretations of the requirements.
The project manager is concerned about scope creep.
Which action should the project manager take to control the scope?

A. Ensure that all key stakeholders agree to the project deliverables and there will be no need for changes.
B. Accept only those changes to requirements that provide additional value to the project.

C. Reject all changes that will increase the budget or increase the time line of the project.

D. Accept only those changes that are approved by the change control board (CCB) prior to being implemented.

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 152
During a kick-off meeting, the project manager notices that one of the stakeholders responsible for providing key information to the team has a low level of participation. This stakeholder believes that there will be no benefit from implementing the project. The project manager realizes that this could be a high risk for the project.
Which action should the project manager take?

A. Facilitate a supportive level of engagement for this stakeholder.

B. Ask the project sponsor for advice as it might be possible to work with another stakeholder.

C. Perform a qualitative risk analysis using a probability and impact matrix.

D. Ensure the key information is accurate and monitor the situation as the project progresses.

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 153
A project manager is working on an agile project that is within the scope of a recently announced corporate audit. The project manager was appointed to attend the first meeting with the auditors scheduled for the following week.
What should the project manager do to prepare for the audit?

A. Reserve story points for the next iteration if needed.

B. Review the project information.

C. Ask the development team to provide compliance information.

D. Ask for a waiver during the audit.

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 154
A development team is struggling to find design documentation for the upcoming sprint. Prior to leaving for vacation, the product owner communicated that the documentation had been uploaded to the project file repository.
What should the project manager do to address this issue?

A. Assign a team member to manage project artifacts.

B. Audit the effectiveness of the management of project artifacts.

C. Improve email communication protocols to manage project artifacts.

D. Investigate new software tools used to manage project artifacts.

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 155
At a project meeting, a business analyst requires input from a marketing consultant to continue working on a task. The business analyst has tried to contact the consultant but has been told that the consultant does not have the time to discuss the project.
What should the project manager do to move the project forward?

A. Escalate the issues about the consultant to the functional manager so the consultant dedicates the necessary time to the project.
B. Include a new project risk into the risk register and allocate the consultant as the risk owner as it is their responsibility to provide input.
C. Discuss the request with the consultant and set up time with the business analyst and consultant to discuss the project requirements.
D. Urge the business analyst to continue contacting the consultant to discuss the project since this is the responsibility of the business analyst.

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 156
A company is starting a critical project with a strict deadline. During the first planning meeting, the team realizes that the list of requirements has too many items to allow on-time delivery.
What should the project manager do first?

A. Update the risk register and present a contingency plan to meet the deadline.
B. Suggest to the customer to reduce the backlog to meet the date.
C. Increase the capacity of the team to finish the project on time.
D. Ask the team to propose a minimum viable product (MVP) to meet the date.

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 157
A project manager is working on a complex project with a high degree of change.
What strategy should the project manager use to ensure a successful project completion?

A. Update the project management plan to reduce the possibility of scope creep.
B. Schedule a regular risk review with the project management team.
C. Increase the active engagement and participation of key stakeholders.
D. Create a project change roadmap to keep track of all unforeseen changes.

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 158
A project manager is leading a hybrid project funded by a time and materials (T&M) agreement.
The project was completed, and the client accepted the delivery of the product. One week later, the client asked the project manager to fix two defects they found in the product. The project manager responded with an estimate of time and money and asked the client to confirm this. The client disagreed and insisted that the work should be done for free because it is a defect in the product.
What should the project manager have done to prevent this?

A. Trained client engineers to support the product after its delivery.
B. Reviewed the project quality control plan with the client.
C. Suggested a fixed-cost basis and included free bug fixes for 1 month.
D. Planned how the delivered product will be supported after its delivery.

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 159
A project team has established contracts for purchasing vehicles and construction services. In the middle of project execution, the team learns that the vehicle supplier cannot deliver the vehicles.
There is not enough time to find a new supplier without delaying the project.
Which action should the project manager take to procure the vehicles?

A. Ask the technical team to revise the requirements, even if it requires extra budget.

B. Arrange a meeting with the client to request additional time to find a new supplier.

C. Review the existing service contracts to find an option to help procure the vehicles.

D. Procure the vehicles from another supplier and report the change to the change control board (CCB) later.

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 160
When a project is in its final stage, the project manager will request from the team to prepare a delivery acceptance document.
What is the importance of this document to the project manager?

A. Needed to close the work breakdown structure (WBS).

B. Needed to share it with the stakeholders.

C. Needed to close out the project or a phase.

D. Needed to release the team at the end of the project.

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 161
A project manager is leading a project that has a dependency on the client's vendor management system for critical requirements. The vendor management team will not derive any benefits from the project. However, the project requires support from the vendor management head.
What should the project manager do next?

A. Get support from the sponsor to hire a subject matter expert (SME) from the vendor management team to work on the project.

B. Review the terms of reference of the steering committee to include the vendor management head.

C. Work with the sponsor on a communications management plan to obtain support from the vendor management head.

D. Obtain help from the sponsor to highlight any nonfinancial benefits for the vendor management team.

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 162
A subject matter expert (SME) external to the project team provides a suggestion that will save the project delivery time. This SME has available time to support the project, but was not planned to be involved in the current agile iteration.

What should the project manager do?

A. Bring the SME on board immediately and discuss the implications later.
B. Ask the existing team members to collaborate with the SME and complete the activity.
C. Ask the SME to complete all of the necessary changes, which will save time.
D. Direct the team member to ignore the SME's changes as they were not planned.

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 163
During a project, the project manager finds an opportunity to reduce the project cost by completing a deliverable ahead of schedule with a minimal impact on project resources. However, the client has only been focused on the next milestone.
How should the project manager approach this situation?

A. Apply additional resources to realize the early deliverable and ensure the next milestone is achieved.
B. Focus on the deliverable of the next project milestone as per the client's strict instructions.
C. Review the change management plan to discuss early benefits realization with the client.
D. Evaluate whether the client's request will add extra features to the project deliverable.

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 164
A healthcare company is in the process of deploying an innovative healthcare solution globally.
The project team has completed a limited release. The stakeholders have raised concerns about global healthcare guidelines and risks.
What should the project manager do next?

A. Evaluate lessons learned from similar projects prior to deployment.
B. Perform a qualitative risk analysis on the identified project risks.
C. Review compliance and regulatory requirements with stakeholders.
D. Conduct a feasibility analysis of deploying the solution globally.

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 165
A project team is working on the design of a solution for a complex project. Due to a lack of clarity of the customer's requirements, daily meetings were agreed upon between the team and the customer. There are a few external contractors in the project who do not agree with this idea as they feel it is a waste of time.
What should the project manager do?

A. Welcome and involve the contractors as part of the project team.
B. Ask the contractors to meet with the customer independently.
C. Ask the customer to develop a document with the requirements.
D. Warn and penalize the contractors who do not attend the meeting.

Correct Answer: A

Explanation/Reference:
Explanation:

QUESTION 166
A project is ready to start, and resources are allocated. The development manager then informs the project manager that a critical resource is no longer available due to a family emergency. The development manager indicates that all other developers have been assigned to other projects, and there is no capacity for any developer to take on additional work.
What should the project manager do next to fulfill this resource need?

A. Determine resource allocation options based on project priority.
B. Apply changes to the existing resource allocations and inform the development manager.
C. Meet with the sponsor to determine how to rebaseline the schedule.
D. Inform the sponsor of the situation and request an extension of the target completion date.

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 167
During the sprint planning of a project, the team members have a disagreement about the comparative size of the backlog items and if they would fit into the next sprint.
Considering a hybrid approach, what should the project manager do?

A. Ask an external technical leader to provide input and plan the sprint.
B. Remove the items from the product backlog since the size couldn't be estimated.
C. Facilitate the discussion so that the team members can reach a consensus.
D. Make the decision about the backlog items based on what makes more sense.

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 168
An agile project manager notices that one of the team members is developing extensive knowledge in a specific matter. Other team members are likely to require this knowledge in the future.
What should the agile project manager do?

A. Ask the team member to develop more expertise and become a subject matter expert (SME).
B. Ask the team member to provide a training session for the rest of the team.
C. Ask the team member to produce a lessons learned document and share it with the team.
D. Ask the team member to record highlights the team may want to know.

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 169
During daily team standup meetings, team members constantly ask about which tasks they should focus on first.
How should the project manager ensure the team is fully productive?

A. Review the project backlog during the team's standup meeting.

B. Encourage project team members to prioritize the product backlog.

C. Ensure team members are working according to the project plan.

D. Work with the product owner to ensure the project backlog is prioritized.

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 170
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: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 171
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: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 172
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: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 173
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: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 174
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: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 175
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: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 176
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: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 177
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: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 178
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: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 179
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: (none)
Explanation

QUESTION 180
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: (none)
Explanation

QUESTION 181
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: (none)
Explanation

QUESTION 182
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: (none)
Explanation

QUESTION 183
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: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 184
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: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 185
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: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 186
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: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 187
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: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 188
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: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 189
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: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 190
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: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 191
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: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 192
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: DE
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 193
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: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 194
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: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 195
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: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 196
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: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 197
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: (none)
Explanation

Explanation/Reference:
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 198
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: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 199
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: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 200
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: (none)
Explanation

Explanation/Reference:
Explanation: