

User acceptance tests on a project have been omitted since the technology is operational at other factories. However, after implementation, the technology is not working as expected.

What should the project manager do?

- ☐ Conduct a root cause analysis to identify corrective actions.
- ☐ Review the defect report to identify and solve the issue.
- ☐ Use test scripts to resolve the issue.
- ☐ Submit a change request.

1Las pruebas de aceptación del usuario en un proyecto se han omitido ya que la tecnología está operativa en otras fábricas. Sin embargo, después de la implementación, la tecnología no funciona como se esperaba ¿Qué debe hacer el gerente del proyecto?

**Realizar un análisis de causa raíz para identificar acciones correctivas.**

Revise el informe de defectos para identificar y resolver el problema.

Use scripts de prueba para resolver el problema.

Enviar una solicitud de cambio

User acceptance tests on a project have been omitted since the technology is operational at other factories. However, after implementation, the technology is not working as expected.

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[Continue](#)

### CORRECT

Root cause analysis is an analytical technique used to determine the basic underlying reason that causes a variance, defect, or risk.

A stakeholder believes that information is lacking and asks the project manager about the project's status. What should the project manager do?

- ☐ Refer to the communications management plan to ensure that all stakeholders are included.
- ☐ Send a project status update to all stakeholders.
- ☐ Ask the stakeholder if they are checking their mail.
- ☐ Check the communications management plan to ensure that the stakeholder is included.

Instructions: Select the best answer then click the **CHECK MARK** in the bottom right corner to submit.

2Una parte interesada cree que falta información y le pregunta al gerente del proyecto sobre el estado del proyecto. ¿Qué debe hacer el gerente del proyecto? Consulte el plan de gestión de comunicaciones para asegurarse de que todos los interesados estén incluidos.

Enviar una actualización del estado del proyecto a todos los interesados.

Pregúntele a las partes interesadas si están revisando su correo.

Verifique el plan de gestión de comunicaciones para asegurarse de que la parte interesada esté excluida.

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- ☒ Refer to the communications management plan to ensure that all stakeholders are included.
- ☐ Send a project status update to all stakeholders.
- ☐ Ask the stakeholder if they are checking their mail.
- ☐ Check the communications management plan to ensure that the stakeholder is included.

[Continue](#)

### CORRECT

It is important to insure that all stakeholders are being included in the communication management plan, not just the stakeholder who raised the issue.

A local government provides subsidies for energy-efficient activities. An organization plans a project to install solar panels to reduce energy costs. After the solar panel project has started, the government announces that solar panels may not continue to qualify for subsidies. What should the project manager do?

- ☐ Use the contingency reserve.
- ☐ Raise the risk level.
- ☐ Create a change request.
- ☐ Update the issue log.

Instructions: Select the best answer then click the **CHECK MARK** in the bottom right corner to submit.

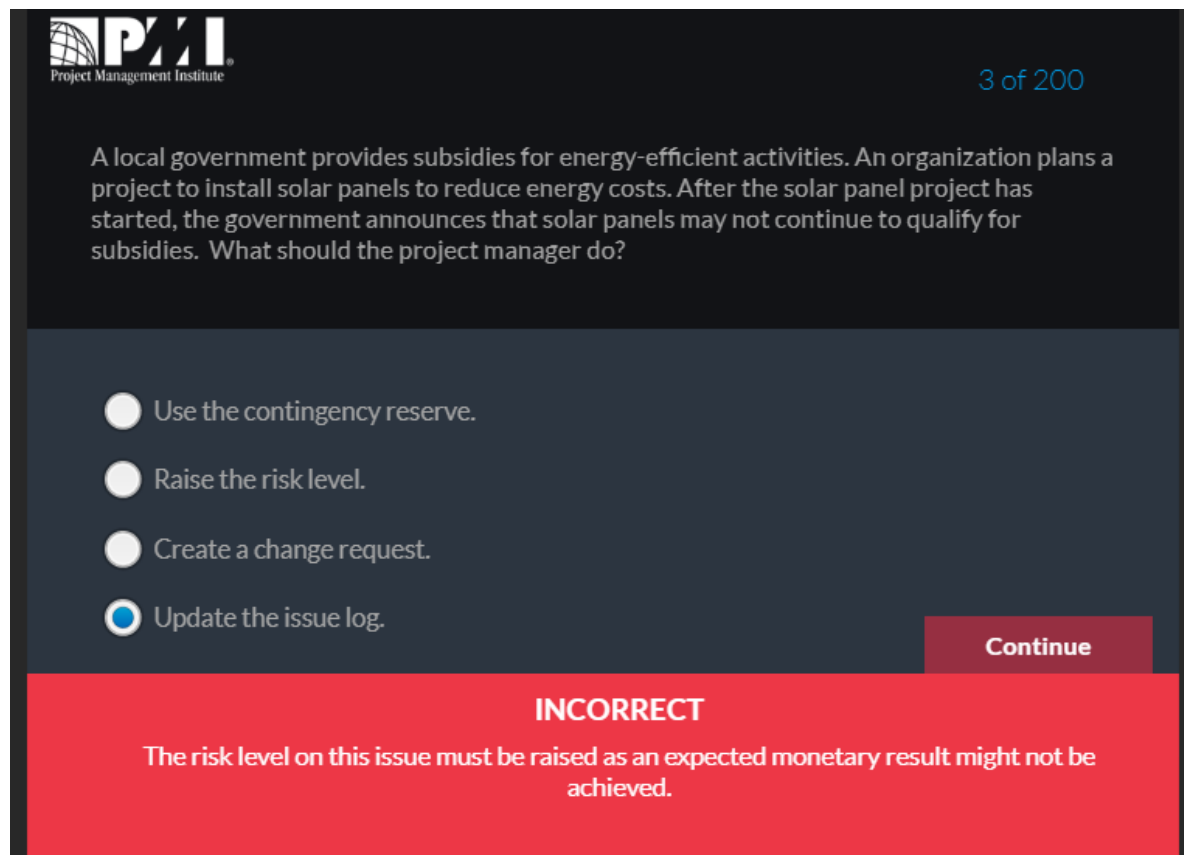
3Un gobierno local proporciona subsidios para actividades energéticamente eficientes. Una organización planea un proyecto para instalar paneles solares para reducir los costos de energía. Después de que el proyecto de paneles solares ha comenzado, el gobierno anuncia que los paneles solares pueden no seguir calificando para recibir subsidios. ¿Qué debe hacer el gerente del proyecto?

Usa la reserva de contingencia.

**Elevar el nivel de riesgo.**

Crea una solicitud de cambio.

Actualice el registro de problemas.



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Continue

**INCORRECT**

The risk level on this issue must be raised as an expected monetary result might not be achieved.

B Debe elevar el riesgo ya que un resultado monetario podría no obtenerse

A project manager is conducting a risk analysis based on high-level scope. If expert judgment is being used, what document is being prepared?

- ☐ Project charter
- ☐ Project management plan
- ☐ Risk management plan
- ☐ Project scope statement

4Un gerente de proyecto está realizando un análisis de riesgos basado en un alcance de alto nivel. Si se utiliza el juicio de expertos, ¿qué documento se está preparando?

Carta del proyecto

Plan de gestión del proyecto

Plan de gestión del riesgo

Declaración del alcance del proyecto

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- ☐ Project management plan
- ☐ Risk management plan
- ☐ Project scope statement

Continue

**CORRECT**

Expert judgment is one of the tools and techniques for developing the project charter.

A project manager is uncertain about the duration of a new product and consults several groups of subject matter experts (SMEs). The first group advises that development can be finished in 30 days. The second group identifies some risks that could make the duration up to 45 days. The third group proposes a new development method that can shorten the time to 21 days. What is the estimated development duration for the new product?

- ☐ 31 days
- ☐ 29 days
- ☐ 33 days
- ☐ 35 days

5Un gerente de proyecto no está seguro acerca de la duración de un nuevo producto y consulta a varios grupos de expertos en la materia (SMES). El primer

grupo informa que el desarrollo puede completarse en 30 días. El segundo grupo identifica algunos riesgos que podrían hacer que la duración sea de hasta 45 días. El tercer grupo propone un nuevo método de desarrollo que puede acortar el tiempo a 21 días. ¿Cuál es la duración estimada de desarrollo para el nuevo producto?

31 días

29 días

33 días

35 días



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☒ 31 days

☐ 29 days

☐ 33 days

☐ 35 days

Continue

**CORRECT**

Using the PERT formula:  $[21 + 4(30) + 45]/6 = 31$



A project is in its execution phase. Due to a new regulation, the client asks for additional documentation to be delivered within the contract.

What should the project manager do?

- ☐ Review the risk register.
- ☐ Update the project management plan.
- ☐ Negotiate with the client.
- ☐ Execute change management procedures.

Instructions: Select the best answer then click the CHECK MARK in the bottom right corner to submit.

6Un proyecto está en su fase de ejecución. Debido a una nueva regulación, el cliente solicita que se entregue documentación adicional dentro del contrato.

¿Qué debe hacer el gerente del proyecto?

Revisar el registro de riesgos.

Actualice el plan de gestión del proyecto.

Negociar con el cliente.

Ejecute procedimientos de gestión de cambios.

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[Continue](#)

**CORRECT**

Since compliance is mandatory, a change request needs to be submitted.

A project manager leads a complex project with stakeholders located in several countries. The project manager learns that a senior manager asked a team member for project information.

What should the project manager do next?

- ☐ Review the communications management plan.
- ☒ Review the project management information system (PMIS).
- ☐ Invite the senior manager to the next project meeting.
- ☐ Refer to the stakeholder register.

7

Un gerente de proyecto lidera un proyecto complejo con partes interesadas ubicadas en varios países. El gerente del proyecto se entera de que un gerente superior le pidió información a un miembro del equipo. ¿Qué debe hacer el gerente de proyecto a continuación?

**Revise el plan de gestión de comunicaciones.**

Revise el sistema de información de gestión de proyectos (PMIS).

Invite al gerente superior a la próxima reunión del proyecto.

Consulte el registro de partes interesadas.



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- ☐ Invite the senior manager to the next project meeting.
- ☐ Refer to the stakeholder register.

Continue

**CORRECT**

A communications management plan is developed to ensure that the appropriate messages are communicated to stakeholders in various formats and various means as defined by the communication strategy.

A project manager identifies scheduling priority conflicts among local and virtual team members. The project manager schedules a conference call to manage this conflict.

What conflict resolution technique did the project manager use?

- ☐ Collaborate/problem solve
- ☐ Compromise/reconcile
- ☐ Smooth/accommodate
- ☐ Force/direct

8Un gerente de proyecto identifica conflictos de prioridad de programación entre los miembros del equipo local y virtual. El gerente del proyecto programa una llamada de conferencia para manejar este conflicto. ¿Qué técnica de resolución de conflictos utilizó el gerente del proyecto?

Colaborar / resolver problemas

Comprometer / reconciliar

Suavizar / acomodar

Fuerza / directo

A project manager identifies scheduling priority conflicts among local and virtual team members. The project manager schedules a conference call to manage this conflict.

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- ☐ Force/direct

[Continue](#)

### CORRECT

Collaborate/problem solve. Incorporating multiple viewpoints and insights from differing perspectives; requires a cooperative attitude and open dialogue that typically leads to consensus and commitment. This approach can result in a win-win situation.

The quality management plan states that project deliverables must be reviewed at least one week before the deadline. Three deliverables have missed this quality requirement.

What should the project manager do?

- ☐ Request an internal audit of the project.
- ☐ Create and analyze a cause-and-effect diagram.
- ☐ Revise the quality management plan.
- ☐ Seek advice from the project sponsor.

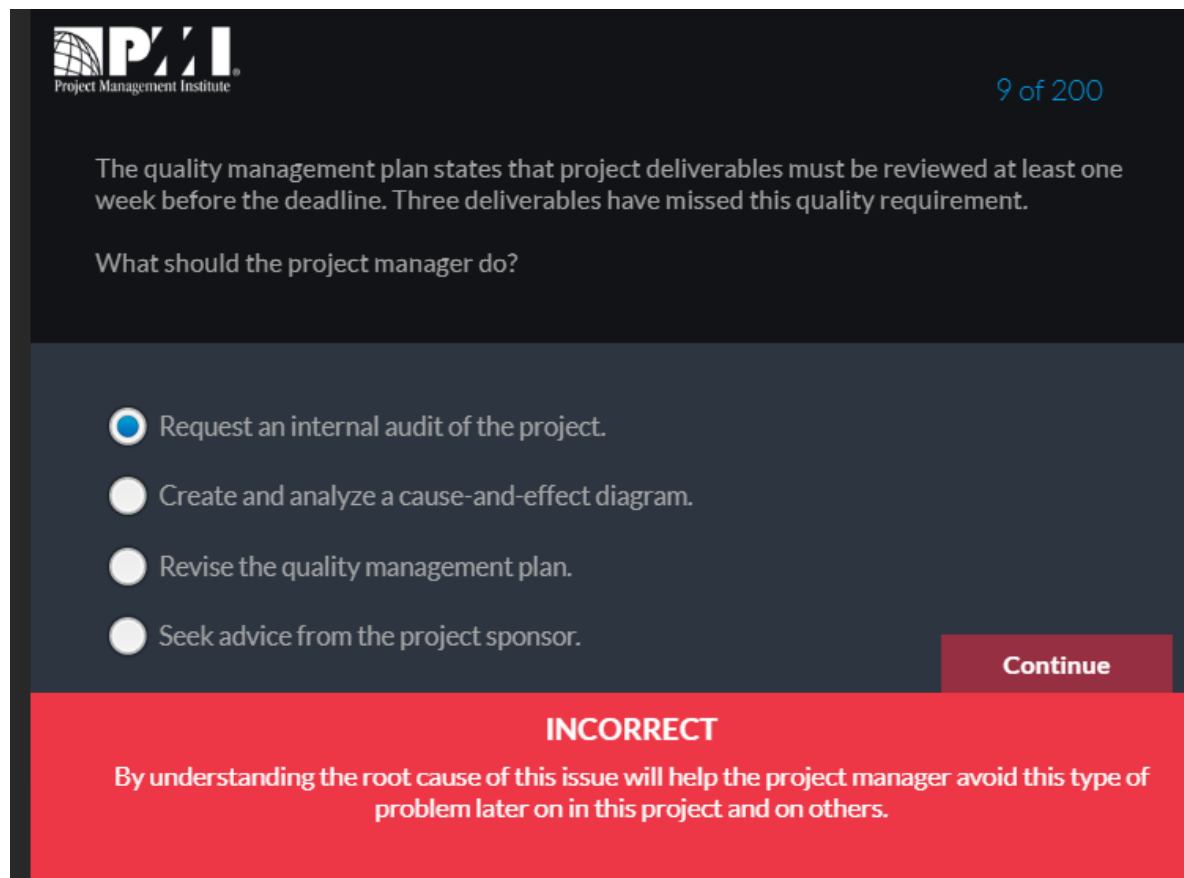
9El plan de gestión de calidad establece que los entregables del proyecto deben revisarse al menos una semana antes de la fecha límite. Tres entregas han perdido este requisito de calidad. ¿Qué debe hacer el gerente del proyecto?

Solicite una auditoría interna del proyecto

Cree y analice un diagrama de causa y efecto.

Revisar el plan de gestión de calidad.

Busque el consejo del patrocinador del proyecto.



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Continue

**INCORRECT**

By understanding the root cause of this issue will help the project manager avoid this type of problem later on in this project and on others.

Al comprender la causa raíz ayudara al gerente a evitar este tipo de problema mas adelante en el proyecto

A project manager and their team identified risks, performed a qualitative risk analysis, and prepared a risk response plan. However, there have been delays in the response to risk events that are affecting the project schedule.

To avoid the delay in risk response, what should the project manager have done?

- ☐ Distributed the risk response plan to the project sponsor
- ☐ Performed a quantitative risk analysis on the identified risks
- ☐ Updated the risk report
- ☐ Assigned risk owners to the risk responses

10 Un gerente de proyecto y su equipo identificaron riesgos, realizaron un análisis cualitativo de riesgos y prepararon un plan de respuesta al riesgo. Sin embargo, ha habido demoras en la respuesta a eventos de riesgo que están afectando el cronograma del proyecto. Para evitar el retraso en la respuesta al riesgo, ¿qué debería haber hecho el gerente del proyecto?

Distribuyó el plan de respuesta al riesgo al patrocinador del proyecto.

Realicé un análisis cuantitativo del riesgo sobre los riesgos identificados.

Actualicé el informe de riesgos.

Asignamos los propietarios del riesgo a las respuestas al riesgo

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[Continue](#)

**CORRECT**

In addition to identifying all risks, each risk must be assigned a risk owner.

After the kick-off meeting, the project manager notices that to deliver the system, the team must implement new hardware within the next three months. The procurement team notifies the project manager that the current suppliers need at least three months' notice to deliver this type of system. Worried about the risk to delivery dates, the project manager begins looking for alternative suppliers that adhere to their company's procurement policy. What risk response strategy did the project manager use?

- ☐ Accept
- ☐ Mitigate
- ☐ Transfer
- ☐ Avoid




11 Después de la reunión inicial, el gerente del proyecto se da cuenta de que para entregar el sistema, el equipo debe implementar nuevo hardware dentro de los próximos tres meses. El equipo de adquisiciones notifica al gerente del proyecto que los proveedores actuales necesitan un aviso de al menos tres meses para entregar este tipo de sistema. Preocupado por el riesgo para las fechas de entrega, el gerente del proyecto comienza a buscar proveedores alternativos que cumplan con la política de adquisiciones de su empresa. ¿Qué estrategia de respuesta al riesgo utilizó el gerente del proyecto?

Aceptar

Mitigar

Transferencia

Evitar

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☐ Transfer

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[Continue](#)

**CORRECT**

In risk mitigation, action is taken to reduce the probability of occurrence and/or impact of a threat. Early mitigation action is often more effective than trying to repair the damage after the threat has occurred.

A project manager reviewing the issue log notices that activities assigned to certain team members are significantly behind schedule. What should the project manager do?

- ☐ Request that the responsible team members provide an explanation for the delay and strategies to resolve the issue.
- ☐ Review the activities with relevant team members to identify strategies for resolution.
- ☐ Ask the responsible team members to bring their activities back on schedule.
- ☐ Escalate the issue to the project sponsor for resolution.

12Un gerente de proyecto que revisa el registro de problemas observa que las actividades asignadas a ciertos miembros del equipo están significativamente atrasadas. ¿Qué debe hacer el gerente del proyecto?

Solicite que los miembros responsables del equipo brinden una explicación del retraso y las estrategias para resolver el problema.

Revise las actividades con los miembros relevantes del equipo para identificar estrategias de resolución.

Pídales a los miembros responsables del equipo que traigan sus actividades a tiempo.

Escale el problema al patrocinador del proyecto para su resolución.

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- ☒ Review the activities with relevant team members to identify strategies for resolution.
- ☐ Ask the responsible team members to bring their activities back on schedule.
- ☐ Escalate the issue to the sponsor for resolution.

[Continue](#)

**CORRECT**

The project manager needs to be proactive and review the activities with the team and to identify resolution strategies.

A team lead is concerned that two project teams are working on parts of the project that are highly dependent on each other. The team lead believes that this might create conflicts when the two teams' outputs are combined.

What should the project manager instruct the team lead to do?

- ☐ Make a list of conflicts as they occur, and take corrective actions.
- ☐ Identify which team's work should take precedence, and then delay the other team's work.
- ☐ Instruct both teams to continue working simultaneously, and address conflicts at the testing phase.
- ☐ Determine the potential conflicts, and set up weekly meetings between the teams to monitor each other's work.

13Al líder de un equipo le preocupa que dos equipos de proyecto estén trabajando en partes del proyecto que dependen mucho el uno del otro. El líder del equipo cree que esto podría crear conflictos cuando se combinan los resultados de los dos equipos. ¿Qué debe instruir el gerente del proyecto para que el equipo lidere?

Haga una lista de conflictos a medida que ocurren y tome medidas correctivas. Identifique el trabajo de qué equipo debe tener prioridad y luego demore el trabajo del otro equipo.

Indique a ambos equipos que continúen trabajando simultáneamente y aborden los conflictos en la fase de prueba.

Determine los posibles conflictos y establezca reuniones semanales entre los equipos para monitorear el trabajo del otro.



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Continue

**CORRECT**

Before deciding to act, the project manager needs to determine the potential conflicts and monitor progress.

A multinational company initiates a project to develop a human resource information system (HRIS) to centrally manage human resource and payroll processes. So far, the project manager has considered the regulatory framework of the project and reviewed historical data on the company's human resource practices. The project manager is worried about project risks. What should the project manager do?

- ☐ Perform regular risk reviews.
- ☐ Quantify the project risks.
- ☐ Identify the high-level project risks.
- ☐ Develop a risk mitigation plan.

14 Una empresa multinacional inicia un proyecto para desarrollar un sistema de información de recursos humanos (HRIS) para administrar de manera centralizada los recursos humanos y los procesos de nómina. Hasta ahora, el gerente del proyecto ha considerado el marco regulatorio del proyecto y ha revisado los datos históricos sobre las prácticas de recursos humanos de la compañía. El gerente del proyecto está preocupado por los riesgos del proyecto. ¿Qué debe hacer el gerente del proyecto?

Realizar revisiones de riesgos regulares.

Cuantificar los riesgos del proyecto.

Identificar los riesgos del proyecto de alto nivel.

Desarrollar un plan de mitigación de riesgos.

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- ☒ Identify the high-level project risks.
- ☐ Develop a risk mitigation plan.

[Continue](#)

### CORRECT

The project manager must first identify the risks before you can quantify them, develop risk mitigation plans or review them.

High failure rates are found in the production line during product manufacture. The project deadline is tight, and the cost of pending production is high. The engineers have determined the root causes of the problem and the project team has identified the best solution. However, this solution will require an increase in the budget. What should the project manager do?

- ☐ Implement the proposed solution.
- ☐ Submit a change request to the change control board (CCB).
- ☐ Update the scope baseline.
- ☐ Obtain additional funding from the project sponsor.


15 Se encuentran altas tasas de falla en la línea de producción durante la fabricación del producto. El plazo del proyecto es ajustado y el costo de la producción pendiente es alto. Los ingenieros han determinado las causas del problema y el equipo del proyecto ha identificado la mejor solución. Sin embargo, esta solución requerirá un aumento en el presupuesto. ¿Qué debe hacer el gerente del proyecto?

Implemente la solución propuesta.

Envíe una solicitud de cambio a la junta de control de cambios (CCB).

Actualice la línea base del alcance.

Obtenga fondos adicionales del patrocinador del proyecto.

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Continue

**CORRECT**

A change control board (CCB) is a formally chartered group responsible for reviewing, evaluating, approving, deferring, or rejecting changes to the project and for recording and communicating such decisions.

Due to scope changes during project execution, the project manager identifies that a provider must make changes to a product module already in use. What should the project manager do first?

- ☐ Negotiate directly with the provider to reach an agreement.
- ☐ Check the procurement management plan and the contract terms.
- ☐ Prepare a change request to update contract terms with the provider.
- ☐ Update the risk register and issue log with this information.

16Debido a los cambios en el alcance durante la ejecución del proyecto, el gerente del proyecto identifica que un proveedor debe realizar cambios en un módulo de producto que ya está en uso. ¿Qué debe hacer primero el gerente del proyecto? Negocie directamente con el proveedor para llegar a un acuerdo.

Verifique el plan de gestión de adquisiciones y los términos del contrato.

Prepare una solicitud de cambio para actualizar los términos del contrato con el proveedor.

Actualice el registro de riesgos y emita el registro con esta información.



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- ☒ Prepare a change request to update contract terms with the provider.
- ☐ Update the risk register and issue log with this information.

[Continue](#)

### INCORRECT

The procurement management plan describes how a project team will acquire goods and services from outside of the performing organization. This, along with the contract terms and conditions, should be first reviewed.

El plan de gestión de las adquisiciones describe como un equipo del proyecto realizara las adquisiciones bienes y servicios de la organización ejecutora esto junto con los términos y condiciones del contrato debe revisarse primero

During a project's execution phase, a regulatory law is approved that mandates immediate compliance. This law will impact the project's scope, schedule, and cost.

What should the project manager do first?

- ☐ Escalate the issue to senior management.
- ☐ Update the project management plan.
- ☐ Initiate the change request process.
- ☐ Mitigate the risk.

17 Durante la fase de ejecución de un proyecto, se aprueba una ley reguladora que exige el cumplimiento inmediato. Esta ley afectará el alcance, el cronograma y el costo del proyecto. ¿Qué debe hacer primero el gerente del proyecto?

Escale el problema a la alta gerencia.

Actualice el plan de gestión del proyecto.

Inicie el proceso de solicitud de cambio.

Mitigar el riesgo.

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- ☐ Initiate the change request process.
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[Continue](#)

**INCORRECT**

Since compliance is mandatory, a change request needs to be submitted.

C Dado que el cumplimiento es inmediato inicie una solicitud de cambio

C

During a project's user acceptance stage, some users complain that their expectations have been unmet. What should the project manager have done differently?

- ☐ Established a professional relationship with the users.
- ☐ Conducted risk assessments.
- ☐ Considered stakeholder feedback.
- ☐ Implemented conflict management techniques.

18 Durante la etapa de aceptación del usuario de un proyecto, algunos usuarios se quejan de que sus expectativas no se han cumplido. ¿Qué debería haber hecho el gerente de proyecto de manera diferente?

Estableció una relación profesional con los usuarios.

Evaluaciones de riesgo realizadas.

Consideración de los comentarios de los interesados.

Implementación de técnicas de gestión de conflictos.

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- ☒ Implemented conflict management techniques.

[Continue](#)

### INCORRECT

Managing stakeholder engagement helps to ensure that stakeholders clearly understand the project goals, objectives, benefits, and risks for the project, as well as how their contribution will enhance project success. Listening to their feedback is an important part of this engagement.

C La gestión de la participación de los interesados entienden profundamente las metas, objetivos, beneficio y riesgos del proyecto así como también su contribución mejorará el éxito del proyecto. Escuchar sus comentarios es una parte importante de esa participación.

Six months into project execution, the project manager determines that the cost performance index (CPI) is .9 and a trend analysis shows that the CPI has a downward trend. What should the project manager do next?

- ☐ Submit a change request for cost rebaselining.
- ☐ Use the management reserve.
- ☐ Request additional resources.
- ☐ Crash the project schedule.

19 Seis meses después de la ejecución del proyecto, el gerente del proyecto determina que el índice de rendimiento de costos (IPC) es .9 y un análisis de tendencia muestra que el IPC tiene una tendencia a la baja. ¿Qué debe hacer el gerente de proyecto a continuación?

Envíe una solicitud de cambio para la reasignación de costos.

Utiliza la reserva de gestión.

Solicitar recursos adicionales.

Bloquear el cronograma del proyecto.

Six months into project execution, the project manager determines that the cost performance index (CPI) is .9 and a trend analysis shows that the CPI has a downward trend. What should the project manager do next?

- ☒ Submit a change request for cost rebaselining.
- ☐ Use the management reserve.
- ☐ Request additional resources.
- ☐ Crash the project schedule.

[Continue](#)

### CORRECT

Since the project is over budget and the trend analysis show that will continue, the best course of action is to re-baseline the cost of the project and manage to that.

Dado que el proyecto esta por encima del presupuesto y el análisis de tendencia muestra que continuara , el mejor curso de acción es calcular el costo del proyecto y lograrlo

A project team successfully achieved a key milestone. To do this, the team met critical technical requirements on a new process, and then used the process to develop the first of several similar deliverables.

What should the project manager do next?

- ☐ Ensure final costs are recorded.
- ☐ Conduct performance appraisals.
- ☐ Transition the project to the operations team.
- ☐ Document lessons learned.

20 Un equipo de proyecto logró con éxito un hito clave. Para hacer esto, el equipo cumplió con los requisitos técnicos críticos en un nuevo proceso, y luego utilizó el proceso para desarrollar el primero de varios productos similares. ¿Qué debe hacer el gerente de proyecto a continuación?

Asegúrese de que se registren los costos finales.

Realizar evaluaciones de desempeño.

Transición del proyecto al equipo de operaciones.

Documentar las lecciones aprendidas.



A project team successfully achieved a key milestone. To do this, the team met critical technical requirements on a new process, and then used the process to develop the first of several similar deliverables.

What should the project manager do next?

- ☐ Ensure final costs are recorded.
- ☐ Conduct performance appraisals.
- ☐ Transition the project to the operations team.
- ☒ Document lessons learned.

Continue

**CORRECT**

This new technology has resulted in improved performance. This needs to be documented in lessons learned so that future projects can benefit from this.

Esta nueva tecnología ha sido un éxito para el rendimiento esto debe documentarse en las lecciones aprendidas para que los proyectos futuros puedan beneficiarse de esto



21 of 200

During project implementation, a functional manager asks to include additional functionality that will benefit the customer. What should the project manager do?

- ☐ Refer the request to the project sponsor and the steering committee.
- ☐ Submit the request to the change control board (CCB).
- ☐ Immediately implement the change to satisfy the customer.
- ☐ Engage the stakeholders to obtain their agreement.

21 Durante la implementación del proyecto, un gerente funcional solicita incluir funcionalidades adicionales que beneficiarán al cliente. ¿Qué debe hacer el gerente del proyecto?

Remita la solicitud al patrocinador del proyecto y al comité directivo.

Envíe la solicitud a la junta de control de cambios (CCB).

Implemente inmediatamente el cambio para satisfacer al cliente.

Involucrar a las partes interesadas para obtener su acuerdo.

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During project implementation, a functional manager asks to include additional functionality that will benefit the customer. What should the project manager do?

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- ☒ Submit the request to the change control board (CCB).
- ☐ Immediately implement the change to satisfy the customer.
- ☐ Engage the stakeholders to obtain their agreement.

**Continue**

**CORRECT**

The scope management plan establishes how the scope will be defined, developed, monitored, controlled, and validated. Any changes to scope must be processed through the agreed upon process of change control.

El plan del alcance define el alcance, Cualquier cambio en el alcance debe ser validado por el proceso de control integrado de cambios

A project has been successfully delivered and the project manager is executing formal closure. What should the project manager do first?

- ☐ Update the bid documents.
- ☐ Reallocate the unused funds.
- ☐ Obtain stakeholder acceptance.
- ☐ Reassign the project team.

22Un proyecto ha sido entregado con éxito y el gerente del proyecto está ejecutando el cierre formal. ¿Qué debe hacer primero el gerente del proyecto?

Actualice los documentos de la oferta.

Reasignar los fondos no utilizados.

Obtener la aceptación de los interesados.

Reasignar al equipo del proyecto.

A project has been successfully delivered and the project manager is executing formal closure. What should the project manager do first?

- ☐ Update the bid documents.
- ☒ Reallocate the unused funds.
- ☐ Obtain stakeholder acceptance.
- ☐ Reassign the project team.

[Continue](#)

### INCORRECT

Deliverables that meet the acceptance criteria are formally signed off and approved by the customer or sponsor. Formal documentation received from the customer or sponsor acknowledging formal stakeholder acceptance of the project's deliverables is forwarded to the Close Project process.

C Los productos que cumplen con los criterios de aceptación son formalmente firmados y aprobados por el cliente o patrocinador. La documentación formal recibida del cliente o patrocinador que reconoce la aceptación formal por parte de las partes interesadas de los entregables del proyecto se envía al proceso de cierre

An experienced project manager resigns, and a new project manager joins the team. During the initial assessment of project documentation, the new project manager discovers that the risk register has not been updated for the past month.

What should the project manager do first?

- ☐ Meet with the project team to monitor risks, then update the risk register.
- ☐ Consult the risk management plan to determine how often the risk register must be updated.
- ☐ Hold a meeting to identify and prioritize risks so that the risk register can be updated.
- ☐ Update the risk register and inform the team of the changes.

23Un gerente de proyecto experimentado renuncia y un nuevo gerente de proyecto se une al equipo. Durante la evaluación inicial de la documentación del proyecto, el nuevo gerente del proyecto descubre que el registro de riesgos no se ha actualizado durante el último mes. ¿Qué debe hacer primero el gerente del proyecto?

Reúnase con el equipo del proyecto para monitorear los riesgos, luego actualice el registro de riesgos.

Consulte el plan de gestión de riesgos para determinar con qué frecuencia debe actualizarse el registro de riesgos.

Organice una reunión para identificar y priorizar riesgos para que el registro de riesgos pueda actualizarse.

Actualice el registro de riesgos e informe al equipo de los cambios.

An experienced project manager resigns, and a new project manager joins the team. During the initial assessment of project documentation, the new project manager discovers that the risk register has not been updated for the past month.

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- ☐ Hold a meeting to identify and prioritize risks so that the risk register can be updated.

[Continue](#)

**CORRECT**

The project manager must first determine what the agreed upon process is for handling risks.

Primero examinar el plan de riesgos para ver el proceso de actualización

Signs of a potential economic recession were present during the planning stages of a large construction project. The risk of the recession was assigned as low probability and high impact, with an expected duration of 6-12 months. Soon after the project begins, the recession occurs and impacts the project as expected. After six months, the duration of the recession's impact is changed to 24-36 months. What should the project manager do?

- ☐ Extend the project duration by 24-36 months.
- ☐ Update the risk register.
- ☐ Extend the project duration by 12-24 months.
- ☐ Borrow additional working capital.


24 Las señales de una posible recesión económica estuvieron presentes durante las etapas de planificación de un gran proyecto de construcción. El riesgo de la recesión se asignó a baja probabilidad y alto impacto, con una duración prevista de 6-12 meses. Poco después de que comience el proyecto, la recesión ocurre e impacta el proyecto como se esperaba. Después de seis meses, la duración del impacto de la recesión cambia a 24-36 meses. ¿Qué debe hacer el gerente del proyecto?

Extienda la duración del proyecto en 24-36 meses.

Actualice el registro de riesgos.

Extienda la duración del proyecto en 12-24 meses.

Pedir prestado capital de trabajo adicional.

24 of 200

Signs of a potential economic recession were present during the planning stages of a large construction project. The risk of the recession was assigned as low probability and high impact, with an expected duration of 6-12 months. Soon after the project begins, the recession occurs and impacts the project as expected. After six months, the duration of the recession's impact is changed to 24-36 months. What should the project manager do?

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- ☒ Update the risk register.
- ☐ Extend the project duration by 12-24 months.
- ☐ Borrow additional working capital.

Continue

**CORRECT**

Before a response can be taken, the project manager must update the risk register with this new information.

antes de tomar cualquier decision actualizar el reg riesgos

A project manager finishes the first draft of a project management plan, and intends to present it to stakeholders for approval. However, the project management plan is long and stakeholders are geographically dispersed. The project manager has limited time to gain approval. What should the project manager do to ensure that the review of the plan is completed on time?

- ☐ Schedule a meeting with all stakeholders and send the plan for review before the meeting.
- ☐ Arrange individual meetings with only the key stakeholders to walk them through the plan.
- ☐ Divide the plan into sections and ask select stakeholders to review particular portions based on their areas of expertise.
- ☐ Send the plan to each stakeholder individually, asking them to add their comments and return it for updating.

25Un gerente de proyecto finaliza el primer borrador de un plan de gestión del proyecto y tiene la intención de presentarlo a las partes interesadas para su aprobación. Sin embargo, el plan de gestión del proyecto es largo y las partes interesadas están dispersas geográficamente. El gerente del proyecto tiene un tiempo limitado para obtener la aprobación. ¿Qué debe hacer el gerente del proyecto para garantizar que la revisión del plan se complete a tiempo?

Programe una reunión con todas las partes interesadas y envíe el plan para su revisión antes de la reunión.

Organice reuniones individuales solo con las partes interesadas clave para guiarlos a través del plan.

Divida el plan en secciones y solicite a las partes interesadas seleccionadas que revisen porciones particulares en función de sus áreas de especialización.

Envíe el plan a cada parte interesada individualmente, pidiéndoles que agreguen sus comentarios y lo devuelvan para su actualización.



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[Continue](#)

**CORRECT**

By sending the project management plan to the attendees in advance, the PM can insure that the meeting is most productive.

A senior project manager is guiding a new project manager in finalizing project activities. What should the senior project manager list as the key benefits of documenting final project activities?


- ☐ Allows submission of invoices and receipt of final payment from the customer
- ☐ Provides lessons learned and historical information
- ☐ Provides case studies and customer references
- ☐ Allows final product delivery and quality analysis

26Un gerente de proyecto senior está guiando a un nuevo gerente de proyecto para finalizar las actividades del proyecto. ¿Qué debe enumerar el gerente superior del proyecto como los beneficios clave de documentar las actividades finales del proyecto?

Permite el envío de facturas y el recibo del pago final del cliente

Brinda lecciones aprendidas e información histórica

Brinda estudios de casos y referencias de clientes Permite la entrega del producto final y el análisis de calidad

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A senior project manager is guiding a new project manager in finalizing project activities. What should the senior project manager list as the key benefits of documenting final project activities?

- ☐ Allows submission of invoices and receipt of final payment from the customer
- ☒ Provides lessons learned and historical information
- ☐ Provides case studies and customer references
- ☐ Allows final product delivery and quality analysis

Continue

**CORRECT**

Closing the project is the process of finalizing all activities for the project. The key benefits of this process are the project or phase information is archived, the planned work is completed, and organizational team resources are released to pursue new endeavors.

As part of a key project in a large organization, the manufacturing of valves is outsourced to a third party. The project manager learns that the valves will arrive earlier than expected and in greater quantities.

What should the project manager do next?

- ☐ Review the project schedule and fast track activities to complete the project earlier.
- ☐ Review the cost and schedule plan.
- ☐ Add additional resources, close the project earlier, and update the lessons learned.
- ☐ Refer to the procurement management plan to review the terms of delivery from the third party.

27

Como parte de un proyecto clave en una gran organización, la fabricación de válvulas se subcontrata a un tercero. El gerente del proyecto se entera de que las válvulas llegarán antes de lo esperado y en mayores cantidades. ¿Qué debe hacer el gerente de proyecto a continuación?

Revise el cronograma del proyecto y las actividades rápidas para completar el proyecto antes.

Revise el costo y el plan de programación.

Agregue recursos adicionales, cierre el proyecto antes y actualice las lecciones aprendidas.

Consulte el plan de gestión de adquisiciones para revisar los términos de entrega del tercero.

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What should the project manager do next?

- ☐ Review the project schedule and fast track activities to complete the project earlier.
- ☐ Review the cost and schedule plan.
- ☐ Add additional resources, close the project earlier, and update the lessons learned.
- ☒ Refer to the procurement management plan to review the terms of de

[Continue](#)

**CORRECT**

The procurement management plan describes how a project team will acquire goods and services from outside of the performing organization.

El plan de gestión de las adquisiciones describe cómo un equipo de proyecto adquirirá bienes y servicios desde fuera de la organización

A project is being executed when a few changes are brought to the attention of the team. The changes are needed but everyone has different opinions on what they think is right.

What should the project manager do?

- ☐ Ensure that the entire team and stakeholders understand and follow the change management plan.
- ☐ Apply all requested changes to the project and communicate with the team.
- ☐ Meet with team members to review the issues and request changes where needed.
- ☐ Meet with the project sponsor and the board to address the issue.

28Un proyecto se está ejecutando cuando se señalan algunos cambios al equipo. Los cambios son necesarios, pero todos tienen opiniones diferentes sobre lo que piensan que es correcto. ¿Qué debe hacer el gerente del proyecto?

Asegúrese de que todo el equipo y las partes interesadas entiendan y sigan el plan de gestión de cambios.

Aplique todos los cambios solicitados al proyecto y comuníquese con el equipo. Reúnase con los miembros del equipo para revisar los problemas y solicitar cambios cuando sea necesario.

Reúnase con el patrocinador del proyecto y la junta para abordar el problema.

A project is being executed when a few changes are brought to the attention of the team. The changes are needed but everyone has different opinions on what they think is right.

What should the project manager do?

- ☐ Ensure that the entire team and stakeholders understand and follow the change management plan.
- ☐ Apply all requested changes to the project and communicate with the team.
- ☒ Meet with team members to review the issues and request changes where needed.
- ☐ Meet with the sponsor to discuss the issues and request changes where needed.

[Continue](#)

### INCORRECT

The team and project manager must follow the documented and agreed upon change management processes.

el equipo y el gerente de deben seguir el documentado en el proceso de control de cambios

Without considering all the implications, a project sponsor requires that the project team be composed of resources located in three locations in three different time zones. This is expected to save costs and provide the optimal project team.

Where should this be reflected in the project charter?

- ☐ Resource management plan
- ☐ High-level requirements
- ☐ Overall project risks
- ☐ Key stakeholder list

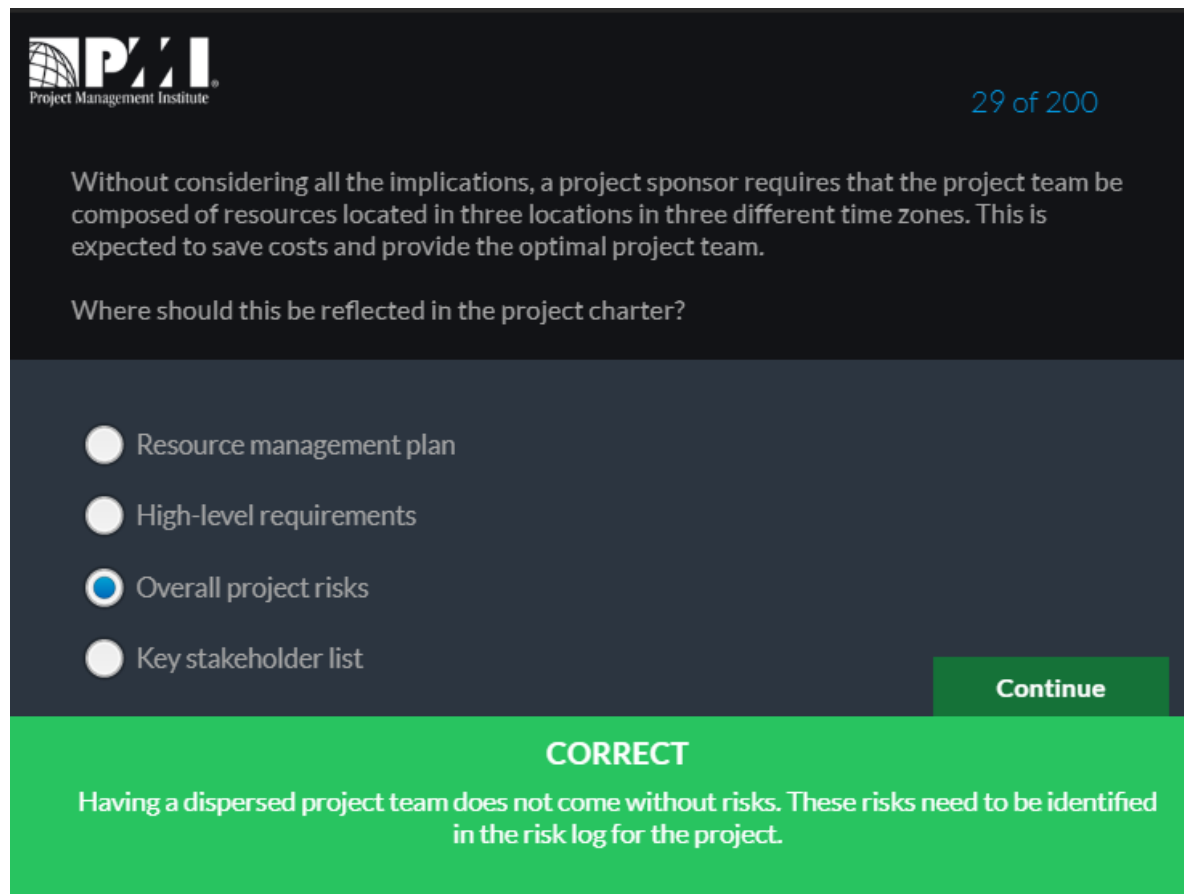
29 Sin considerar todas las implicaciones, un patrocinador del proyecto requiere que el equipo del proyecto esté compuesto por recursos ubicados en tres ubicaciones en tres zonas horarias diferentes. Se espera que esto ahorre costos y proporcione el equipo óptimo del proyecto. ¿Dónde debería reflejarse esto en la carta del proyecto?

Plan de gestión de recursos

Requisitos de alto nivel

Riesgos generales del proyecto

Lista de partes interesadas clave



The screenshot shows a quiz interface from the Project Management Institute (PMI). At the top left is the PMI logo. At the top right, it says "29 of 200". The question text is: "Without considering all the implications, a project sponsor requires that the project team be composed of resources located in three locations in three different time zones. This is expected to save costs and provide the optimal project team. Where should this be reflected in the project charter?". There are four radio button options: "Resource management plan", "High-level requirements", "Overall project risks" (which is selected), and "Key stakeholder list". A green "Continue" button is on the right. Below the options, a green banner displays "CORRECT" and the explanation: "Having a dispersed project team does not come without risks. These risks need to be identified in the risk log for the project."

PMI  
Project Management Institute

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Without considering all the implications, a project sponsor requires that the project team be composed of resources located in three locations in three different time zones. This is expected to save costs and provide the optimal project team.

Where should this be reflected in the project charter?

- ☐ Resource management plan
- ☐ High-level requirements
- ☒ Overall project risks
- ☐ Key stakeholder list

Continue

**CORRECT**

Having a dispersed project team does not come without risks. These risks need to be identified in the risk log for the project.

Tener un equipo de proyecto diverso no viene sin riesgos estos riesgos deben identificarse en el registro de riesgos del proyecto

Due to regulatory changes, a government agency is now a key stakeholder on a complex project. The project manager wants to develop an understanding of this new project stakeholder and any new high-level risks.

What should the project manager use?

- ☒ Assumption log
- ☐ Meetings
- ☐ Benefits management plan
- ☐ Stakeholder engagement plan

30 Debido a los cambios regulatorios, una agencia gubernamental ahora es un actor clave en un proyecto complejo. El gerente del proyecto quiere desarrollar una comprensión de este nuevo interesado en el proyecto y de cualquier nuevo riesgo de alto nivel. ¿Qué debe usar el gerente del proyecto?

Registro de suposiciones

Reuniones

Plan de gestión de beneficios

Plan de participación de las partes interesadas



Due to regulatory changes, a government agency is now a key stakeholder on a complex project. The project manager wants to develop an understanding of this new project stakeholder and any new high-level risks.

What should the project manager use?

- ☐ Assumption log
- ☒ Meetings
- ☐ Benefits management plan
- ☐ Stakeholder engagement plan

[Continue](#)

### CORRECT

Meetings are used to develop an understanding of significant project stakeholders. They can take the form of facilitation workshops, small group guided discussions, and virtual groups using electronics or social media technologies to share ideas and analyze data.

Las reuniones se realizan para desarrollar una comprensión de principales grupos de interés del proyecto. Pueden tomar la forma de talleres de facilitación pequeños discurso guiados por grupos virtuales que utilizan tecnologías electrónicas o de redes sociales.

During a periodic review with stakeholders, the project sponsor asks the project manager how deliverables will be verified for accuracy and accepted. Where can the project manager find this information?

- ☐ Scope management plan
- ☐ Quality management plan
- ☐ Work performance reports
- ☐ Requirements management plan

31 Durante una revisión periódica con las partes interesadas, el patrocinador del proyecto pregunta al gerente del proyecto cómo se verificará la entrega y la aceptación de los entregables. ¿Dónde puede encontrar esta información el gerente del proyecto?

Plan de gestión del alcance

Plan de gestión de calidad

Informes de desempeño laboral

Plan de gestión de requisitos

During a periodic review with stakeholders, the project sponsor asks the project manager how deliverables will be verified for accuracy and accepted. Where can the project manager find this information?

- ☐ Scope management plan
- ☒ Quality management plan
- ☐ Work performance reports
- ☐ Requirements management plan

[Continue](#)

### CORRECT

The quality management plan identifies the quality requirements and/or standards for the project and its deliverables, and documenting how the project will demonstrate compliance with quality requirements and/or standards.

El plan de gestión de la calidad identifica los requisitos de calidad y el estándar para los entregables de los proyectos y documenta cómo el proyecto demostrará cumplir con los requisitos y estándares de calidad.

A senior manager wants to use an essential project resource for another project. What should the project manager do?

- ☐ Explain to the senior manager that this resource is fully committed to the project and is unavailable.
- ☐ Ask the senior manager to provide a replacement.
- ☐ Escalate the issue to the program manager for resolution.
- ☐ Inform the team and reassign that resource's responsibilities to other team members.

32 Un gerente superior quiere usar un recurso de proyecto esencial para otro proyecto. ¿Qué debe hacer el gerente del proyecto?

Explique al gerente superior que este recurso está totalmente comprometido con el proyecto y no está disponible.

Pídale al gerente superior que le proporcione un reemplazo.

**Escale el problema al administrador del programa para su resolución.**

Informe al equipo y reasigne las responsabilidades de ese recurso a otros miembros del equipo.

A senior manager wants to use an essential project resource for another project. What should the project manager do?

- ☐ Explain to the senior manager that this resource is fully committed to the project and is unavailable.
- ☒ Ask the senior manager to provide a replacement.
- ☐ Escalate the issue to the program manager for resolution.
- ☐ Inform the team and reassign that resource's responsibilities to other

[Continue](#)

### INCORRECT

The project management team's ability to influence others plays an important role in negotiating resource allocation, as does the politics of the organizations involved. If getting to an agreement is not possible, the issue needs to be escalated for resolution.

C La capacidad de gestión del gerente de proyecto para influir en los demás juega un papel importante en la negociación de las asignaciones de recursos al igual que la política de las organizaciones involucradas si no es posible llegar a un acuerdo el problema debe ser escalado para su resolución

There are three main tasks in a new product development project. Task A must be delivered two weeks before task C starts, and task C will start once task B is finished.

What is the relationship between tasks A and B?

- ☐ Start-to-finish (SF)
- ☐ Finish-to-start (FS)
- ☐ Finish-to-finish (FF)
- ☐ Start-to-start (SS)

33 Hay tres tareas principales en un nuevo proyecto de desarrollo de productos. La tarea A debe entregarse dos semanas antes de que comience la tarea C, y la tarea C comenzará una vez que finalice la tarea B. ¿Cuál es la relación entre las tareas A y B?

Comienzo a fin (SF)

Fin a inicio (FS)

Fin a fin (FF)

Comienzo a inicio (SS)

There are three main tasks in a new product development project. Task A must be delivered two weeks before task C starts, and task C will start once task B is finished.

What is the relationship between tasks A and B?

- ☐ Start-to-finish (SF)
- ☐ Finish-to-start (FS)
- ☒ Finish-to-finish (FF)
- ☐ Start-to-start (SS)

Continue

### CORRECT

While there is no DIRECT relationship between A and B, both must be completed before C can start, so, of the choices, the only response that makes sense is FF

Si bien no existe una relación directa entre A y B ambas deben completarse antes de que pueda comenzar por lo que de las opciones la única respuesta que hace referencia FF

After project closure but during the warranty period, the project manager wants to determine whether the customer is satisfied with the project's outcome. How can the project manager measure this?

- ☐ By conducting lessons learned sessions with the customer
- ☐ Through evaluation of the project deliverables and review of customer feedback
- ☐ By auditing project success
- ☐ Via additional requests for services from the same customer

34 Después del cierre del proyecto pero durante el período de garantía, el gerente del proyecto desea determinar si el cliente está satisfecho con el resultado del proyecto. ¿Cómo puede medir esto el gerente del proyecto?

Realizando sesiones de lecciones aprendidas con el cliente

A través de la evaluación de los entregables del proyecto y la revisión de los comentarios de los clientes

Auditando el éxito del proyecto

A través de solicitudes adicionales de servicios del mismo cliente



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- ☒ By conducting lessons learned sessions with the customer
- ☐ Through evaluation of the project deliverables and review of customer feedback
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[Continue](#)

### INCORRECT

Project closure meetings are used to confirm that the deliverables have been accepted, to validate that the exit criteria have been met, to formalize the completion of the contracts, to evaluate the satisfaction of the stakeholders, to gather lessons learned, to transfer knowledge and information from the project, and to celebrate success.

En las reuniones de cierre del proyecto se usa para confirmar que la persona aceptó el entregable para validar que los criterios se cumplieron para formalizar la finalización del contrato para evaluar la satisfacción de los interesados, para recopilar o conocer tienen como objetivo confirmar que los entregables han sido aceptados hasta la fecha en que se han cumplido los criterios de garantía formalizar la finalización de los contratos evaluar la satisfacción de las partes interesadas reunir las lecciones aprendidas transferir el conocimiento y la información de el proyecto y para celebrar

During a project progress meeting, a stakeholder informs the team that a previously identified technical issue has been resolved. However, the stakeholder warns that the same issue is likely to happen on other, similar projects.

What should the project manager do first?

- ☐ Communicate the warning to the project sponsor.
- ☐ Update the lessons learned register.
- ☐ Prepare a risk report.
- ☐ Update the issue log.

35 Durante una reunión de progreso del proyecto, una parte interesada informa al equipo que se ha resuelto un problema técnico previamente identificado. Sin embargo, la parte interesada advierte que es probable que ocurra el mismo problema en otros proyectos similares. ¿Qué debe hacer primero el gerente del proyecto?

Comunique la advertencia al patrocinador del proyecto.

Actualizar el registro de lecciones aprendidas.

Prepare un informe de riesgos.

Actualice el registro de problemas.

During a project progress meeting, a stakeholder informs the team that a previously identified technical issue has been resolved. However, the stakeholder warns that the same issue is likely to happen on other, similar projects.

What should the project manager do first?

- ☐ Communicate the warning to the project sponsor.
- ☒ Update the lessons learned register.
- ☐ Prepare a risk report.
- ☐ Update the issue log.

[Continue](#)

### INCORRECT

The issue log will help the project manager effectively track and manage issues, ensuring that they are investigated and resolved.

El registro de incidentes ayudara al gerente del proyecto a rastrear y administrar de manera efectiva los problemas asegurando que sean investigados y resueltos

During a project's initiation phase, the project manager conducted a stakeholder analysis and documented all requirements. Still, some stakeholders are dissatisfied with project results because their expectations were unmet.

What should the project manager have done to prevent this?

- ☐ Added this as a risk in the risk register
- ☐ Captured the stakeholders' varying expectations throughout the project's life cycle
- ☐ Asked the project team to refer to the stakeholder engagement plan and respond accordingly
- ☐ Met with the sponsor periodically to ensure project alignment

36 Durante la fase de inicio de un proyecto, el gerente del proyecto realizó un análisis de las partes interesadas y documentó todos los requisitos. Aún así, algunas partes interesadas no están satisfechas con los resultados del proyecto porque sus expectativas no se cumplieron. ¿Qué debería haber hecho el gerente del proyecto para evitar esto?

Agregó esto como un riesgo en el registro de riesgos

Capturó las diferentes expectativas de las partes interesadas a lo largo del ciclo de vida del proyecto

Pidió al equipo del proyecto que se refiriera al plan de participación de las partes interesadas y respondiera en consecuencia

Se reunió periódicamente con el patrocinador para garantizar la alineación del proyecto

During a project's initiation phase, the project manager conducted a stakeholder analysis and documented all requirements. Still, some stakeholders are dissatisfied with project results because their expectations were unmet.

What should the project manager have done to prevent this?

- ☐ Added this as a risk in the risk register
- ☒ Captured the stakeholders' varying expectations throughout the project's life cycle
- ☐ Asked the project team to refer to the stakeholder engagement plan and respond accordingly
- ☐ Met with the stakeholders individually to understand their expectations

[Continue](#)

**CORRECT**

By understanding and capturing stakeholder expectations, the project manager could have avoided this dissatisfaction.

Al comprender las expectativas de los interesados puede evitar este tipo de insatisfacción

A risk is identified during a project that was not anticipated during planning. How should the project manager respond to the risk?

- ☐ Request extra funding from the project sponsor to address the risk.
- ☐ Perform data analysis techniques to mitigate the risk.
- ☐ Communicate the risk to project stakeholders.
- ☐ Brainstorm ideas with the project team to mitigate the risk.

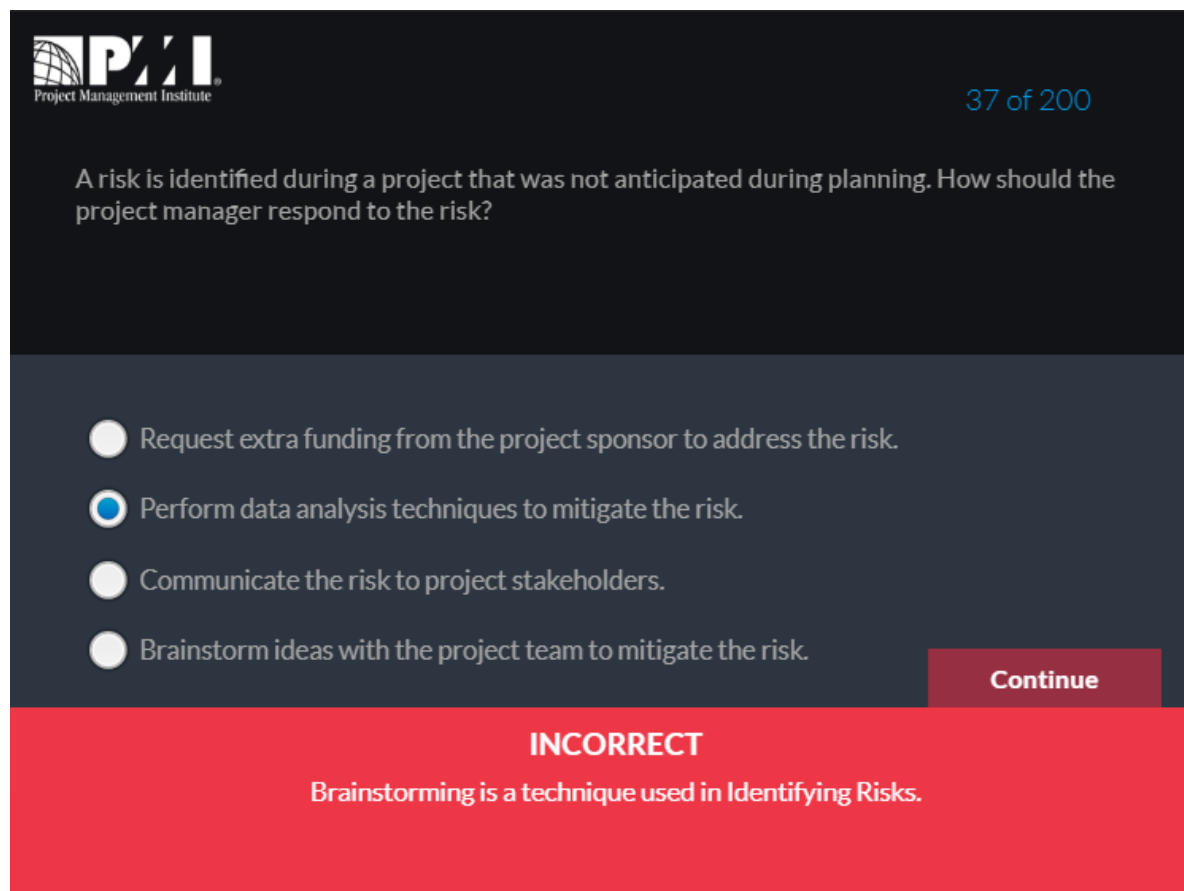
37Se identifica un riesgo durante un proyecto que no se anticipó durante la planificación. ¿Cómo debe responder el gerente del proyecto al riesgo?

Solicite fondos adicionales del patrocinador del proyecto para abordar el riesgo.

Realice técnicas de análisis de datos para mitigar el riesgo.

Comunicar el riesgo a las partes interesadas del proyecto.

Haga una lluvia de ideas con el equipo del proyecto para mitigar el riesgo.



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A risk is identified during a project that was not anticipated during planning. How should the project manager respond to the risk?

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- ☒ Perform data analysis techniques to mitigate the risk.
- ☐ Communicate the risk to project stakeholders.
- ☐ Brainstorm ideas with the project team to mitigate the risk.

Continue

**INCORRECT**

Brainstorming is a technique used in Identifying Risks.

D UNA LLUVIA DE IDEAS ES UNA TECNICA PARA IDENTIFICAR LOS RIESGOS

During a project's initiating phase, the project manager reviews the lessons learned repository. The project manager learns that a previous project failed due to constant scope creep. This project cannot afford additional time or budget.

What should the project manager do to avoid project failure?

- ☒ Include strict and formal process approval changes.
- ☐ Escalate this information to the sponsor.
- ☐ Reject all out-of-scope change requests.
- ☐ Manage key stakeholders' expectations.

38 Durante la fase de Iniciación de un proyecto, el gerente del proyecto revisa el repositorio de lecciones aprendidas. El gerente del proyecto descubre que un proyecto anterior falló debido a la constante variación del alcance. Este proyecto no puede permitirse tiempo o presupuesto adicional. ¿Qué debe hacer el gerente del proyecto para evitar la falla del proyecto?

Incluya cambios de aprobación de proceso estrictos y formales.

Escale esta información al patrocinador.

Rechace todas las solicitudes de cambio fuera de alcance.

Gestionar las expectativas de los principales interesados.

During a project's initiating phase, the project manager reviews the lessons learned repository. The project manager learns that a previous project failed due to constant scope creep. This project cannot afford additional time or budget.

What should the project manager do to avoid project failure?

- ☐ Include strict and formal process approval changes.
- ☐ Escalate this information to the sponsor.
- ☐ Reject all out-of-scope change requests.
- ☒ Manage key stakeholders' expectations.

Continue

**INCORRECT**

Having strict and formal process approvals is the best way to insure compliance to the project plan and to minimize scope creep.

A tener procesos de aprobaciones estrictas y formales es la mejor manera de asegurar el cumplimiento del plan del proyecto y minimizar la corrupción del alcance



A new project manager joins a project overseen by a senior project manager. The sponsor asks the new project manager to develop the quality management plan.

What should the project manager do?

- ☐ Meet with the customer to collect requirements.
- ☐ Consult with the senior project manager for established quality processes and plans, and ask for guidance in selecting the appropriate standards.
- ☐ Ask the sponsor for cost-benefit analyses and benchmarking samples.
- ☐ Submit a change request to postpone the development of the quality management plan until quality metrics and quality checklists are created.

39Un nuevo gerente de proyecto se une a un proyecto supervisado por un gerente de proyecto senior. El patrocinador le pide al nuevo gerente de proyecto que desarrolle el plan de gestión de calidad. ¿Qué debe hacer el gerente del proyecto?

Reunirse con el cliente para recopilar los requisitos.

Consulte con el gerente senior de proyectos para conocer los procesos y planes de calidad establecidos, y solicite orientación para seleccionar los estándares apropiados.

Solicite al patrocinador análisis de costo-beneficio y muestras de evaluación comparativa.

Envíe una solicitud de cambio para posponer el desarrollo del plan de gestión de calidad hasta que se creen métricas de calidad y listas de verificación de calidad

A new project manager joins a project overseen by a senior project manager. The sponsor asks the new project manager to develop the quality management plan.

What should the project manager do?

- ☐ Meet with the customer to collect requirements.
- ☒ Consult with the senior project manager for established quality processes and plans, and ask for guidance in selecting the appropriate standards.
- ☐ Ask the sponsor for cost-benefit analyses and benchmarking samples.
- ☐ Submit a change request to postpone the development of the quality management plan.

[Continue](#)

**CORRECT**

The new project manager needs to consult with the senior project manager to find out what practices and processes are already in place.

El nuevo gerente de proyecto debe consultar al gerente sénior que prácticas y proceso ya están establecidos

A project manager is ready to close a project. What should the project manager do next?

- ☐ Manage quality to validate that the deliverables have met standards.
- ☐ Resolve all project risks to ensure that the deliverables will be accepted.
- ☐ Review the project management plan to ensure the scope's completion and request customer acceptance.
- ☐ Measure the project deliverables against the project charter and request customer acceptance.

40Un gerente de proyecto está listo para cerrar un proyecto. ¿Qué debe hacer el gerente de proyecto a continuación?

Administre la calidad para validar que los entregables hayan cumplido con los estándares.

Resuelva todos los riesgos del proyecto para garantizar que se acepten los entregables.

Revise el plan de gestión del proyecto para garantizar la finalización del alcance y solicite la aceptación del cliente.

Mida los entregables del proyecto contra el acta de constitución y solicite la aceptación del cliente.

A project manager is ready to close a project. What should the project manager do next?

- ☐ Manage quality to validate that the deliverables have met standards.
- ☐ Resolve all project risks to ensure that the deliverables will be accepted.
- ☒ Review the project management plan to ensure the scope's completion and request customer acceptance.
- ☐ Measure the project deliverables against the project charter and request customer acceptance.

[Continue](#)

**CORRECT**

When closing the project, the project manager reviews the project management plan to ensure that all project work is completed and that the project has met its objectives.

Al cerrar el proyecto el gerente de proyecto revisa el plan de gestión del proyecto para asegurarse de que todo trabajo del proyecto se complete y que se hallan cumplido los objetivos

During a project's execution phase, the project manager needs to quickly assign resources to build the team and meet project requirements on time. What should the project manager do next?

- ☐ Conduct a webinar.
- ☐ Conduct a series of workshops.
- ☐ Train the new team.
- ☐ Create library services.

41 Durante la fase de ejecución de un proyecto, el gerente del proyecto debe asignar rápidamente recursos para construir el equipo y cumplir con los requisitos del proyecto a tiempo. ¿Qué debe hacer el gerente de proyecto a continuación?

Conducta webinar.

Realizar una serie de talleres.

Entrenar al nuevo equipo.

Crear servicios de biblioteca.

During a project's execution phase, the project manager needs to quickly assign resources to build the team and meet project requirements on time. What should the project manager do next?

- ☐ Conduct a webinar.
- ☐ Conduct a series of workshops.
- ☒ Train the new team.
- ☐ Create library services.

[Continue](#)

### CORRECT

Develop Team is the process of improving competences, team member interaction, and overall team environment to enhance project performance. Training is a form of this.

While working on a large project, the project manager notices that a specific developer is constantly missing deadlines. What should the project manager do?

- ☐ Personally meet with the developer, and offer support where applicable.
- ☐ Escalate the issue to the developer's line manager, and ask for the concern to be immediately addressed.
- ☐ Identify whether the developer is a shared resource with another project.
- ☐ Give the developer a warning via email to improve their work quality.

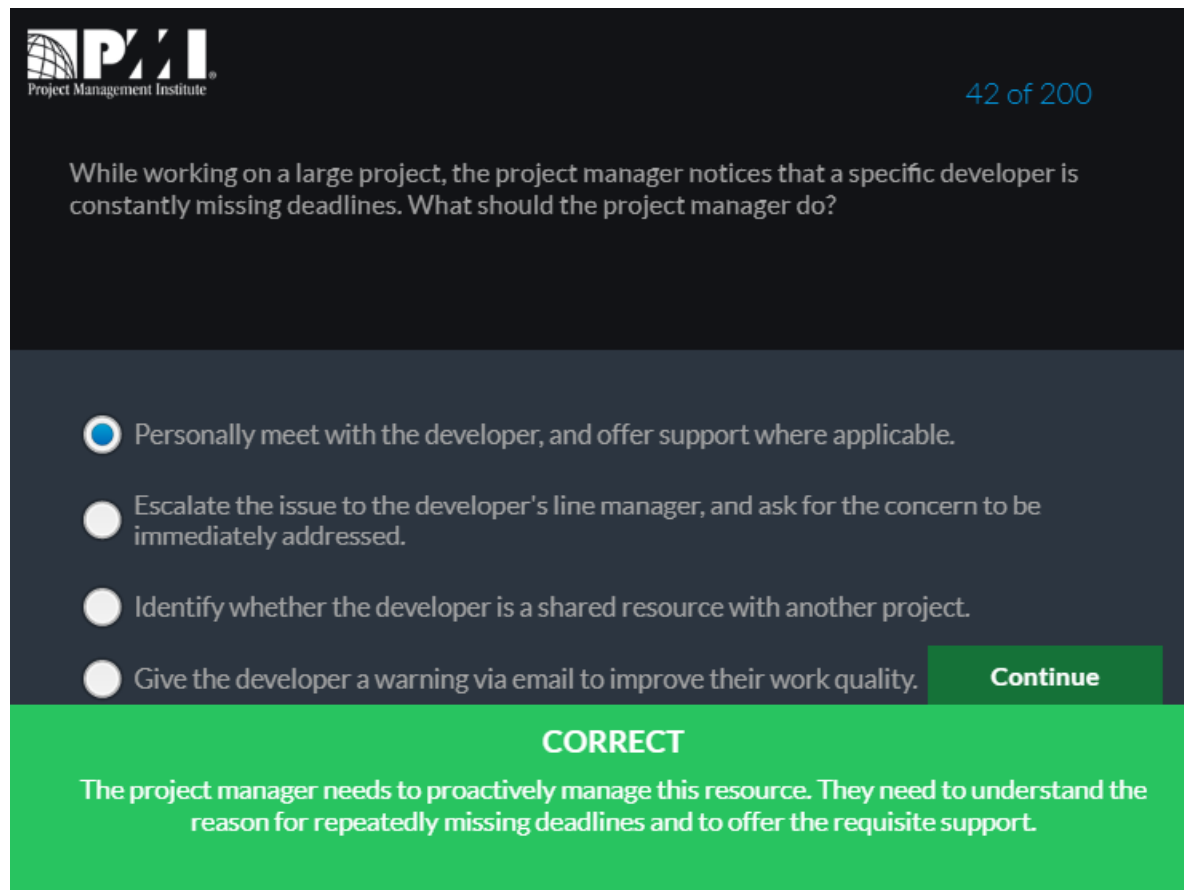
42Mientras trabaja en un proyecto grande, el gerente del proyecto se da cuenta de que a un desarrollador específico le faltan plazos constantemente. ¿Qué debe hacer el gerente del proyecto?

**Reúnase personalmente con el desarrollador y ofrezca soporte cuando corresponda.**

Escale el problema al gerente de línea del desarrollador y solicite que se aborde la inquietud de inmediato.

Identifique si el desarrollador es un recurso compartido con otro proyecto.

Avise al desarrollador por correo electrónico para mejorar la calidad de su trabajo.



The screenshot shows a quiz interface from the Project Management Institute (PMI). At the top left is the PMI logo. At the top right, it says "42 of 200". The question text is: "While working on a large project, the project manager notices that a specific developer is constantly missing deadlines. What should the project manager do?". There are four radio button options: 1. "Personally meet with the developer, and offer support where applicable." (This option is selected with a blue dot). 2. "Escalate the issue to the developer's line manager, and ask for the concern to be immediately addressed." 3. "Identify whether the developer is a shared resource with another project." 4. "Give the developer a warning via email to improve their work quality." To the right of the options is a green "Continue" button. Below the options, a green banner displays the word "CORRECT" in white capital letters. Underneath "CORRECT", the text reads: "The project manager needs to proactively manage this resource. They need to understand the reason for repeatedly missing deadlines and to offer the requisite support."

El gerente del proyecto necesita administrar proactivamente este recurso y comprender porque esta entregado tarde y ofrecer apoyo necesario

Due to cross-cultural differences, stakeholders of a multinational project fail to approve the project management plan. To mitigate this issue, what should the project manager have done?

- ☐ Updated the stakeholder register and paid attention to non-verbal cues
- ☐ Reviewed/updated the issue log to reflect that the project management plan may not receive approval
- ☐ Trained the team on a common communication language
- ☐ Requested earlier feedback from the stakeholders

43Debido a las diferencias interculturales, las partes interesadas de un proyecto multinacional no aprueban el plan de gestión del proyecto. Para mitigar este problema, ¿qué debería haber hecho el gerente del proyecto?

Actualicé el registro de partes interesadas y presté atención a preguntas no verbales.

Revisé / actualicé el registro de problemas para reflejar que el plan de gestión del proyecto puede no recibir aprobación.

Capacité al equipo en un lenguaje de comunicación común.

Solicité comentarios anteriores de las partes interesadas.



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- ☒ Requested earlier feedback from the stakeholders

[Continue](#)

### INCORRECT

The Stakeholder Register is a project document that includes the identification, assessment, and classification of project stakeholders.

A El registro de partes interesadas es un documento de proyecto que incluye la identificación evaluación y clasificación de las partes interesadas del proyecto

While executing a project that is nearly behind schedule, a project manager must commission a new piece of equipment. A local party, who will be impacted by this, asks that the project be immediately stopped because they were not given an opportunity to provide project approval. What should the project manager have done to avoid this?

- ☐ Used conflict management techniques
- ☐ Obtained sign-off and approval of the project charter from all stakeholders
- ☐ Implemented a stakeholder engagement plan
- ☐ Used negotiating and influencing techniques and skills

44Al ejecutar un proyecto que está casi retrasado, un gerente de proyecto debe encargar una nueva pieza de equipo. Una parte local, que se verá afectada por esto, solicita que el proyecto se detenga de inmediato porque no se les dio la oportunidad de aprobarlo. ¿Qué debería haber hecho el gerente del proyecto para evitar esto?

Técnicas de gestión de conflictos utilizadas

Obtuve la aprobación y aprobación de la carta del proyecto por parte de todas las partes interesadas

Implementó un plan de participación de las partes interesadas

Técnicas y habilidades de negociación e influencia utilizadas

While executing a project that is nearly behind schedule, a project manager must commission a new piece of equipment. A local party, who will be impacted by this, asks that the project be immediately stopped because they were not given an opportunity to provide project approval. What should the project manager have done to avoid this?

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[Continue](#)

### INCORRECT

Plan Stakeholder Engagement is the process of developing approaches to involve project stakeholders based on their needs, expectations, interests, and potential impact on the project. The key benefit is that it provides an actionable plan to interact effectively with stakeholders. This process is performed periodically throughout the project as needed

El plan de compromiso de los interesados es el proceso de desarrollo de enfoques para mejorar los interesados en el proyecto y sus necesidades operacionales, intereses e impacto potencial en el proyecto. El beneficio es que proporciona un plan responsable para interactuar de manera efectiva con las partes interesadas. Este proceso se realiza periódicamente.

During a multifunctional project's planning phase, the project manager discovers that insufficient resources are available to produce a software package. The project manager outsources the production of this software package by signing a service level agreement (SLA) with a third-party company. What risk response strategy did the project manager use?

- ☐ Avoid
- ☐ Transfer
- ☐ Mitigate
- ☐ Accept

45 Durante la fase de planificación de un proyecto multifuncional, el gerente del proyecto descubre que no hay suficientes recursos disponibles para producir un paquete de software. El gerente de proyecto externaliza la producción de este paquete de software mediante la firma de un acuerdo de nivel de servicio (SLA) con una empresa externa. ¿Qué estrategia de respuesta al riesgo utilizó el gerente del proyecto?

Evitar

Transferencia

Mitigar

Aceptar

During a multifunctional project's planning phase, the project manager discovers that insufficient resources are available to produce a software package. The project manager outsources the production of this software package by signing a service level agreement (SLA) with a third-party company. What risk response strategy did the project manager use?

- ☐ Avoid
- ☒ Transfer
- ☐ Mitigate
- ☐ Accept

[Continue](#)

### CORRECT

Risk transfer involves shifting ownership of a threat to a third party to manage the risk and to bear the impact if the threat occurs. Risk transfer often involves payment of a risk premium to the party taking on the threat.

A project's statement of work (SOW) requires that the project be delivered in six months. The project manager is concerned that the timeline is unreasonable.

What should the project manager do to address this?

- ☐ Develop a project management plan according to the SOW.
- ☐ Request additional resources.
- ☐ Inform the project sponsor that the timeline cannot be met.
- ☐ Meet with subject matter experts (SMEs) and the sponsor to set realistic expectations.

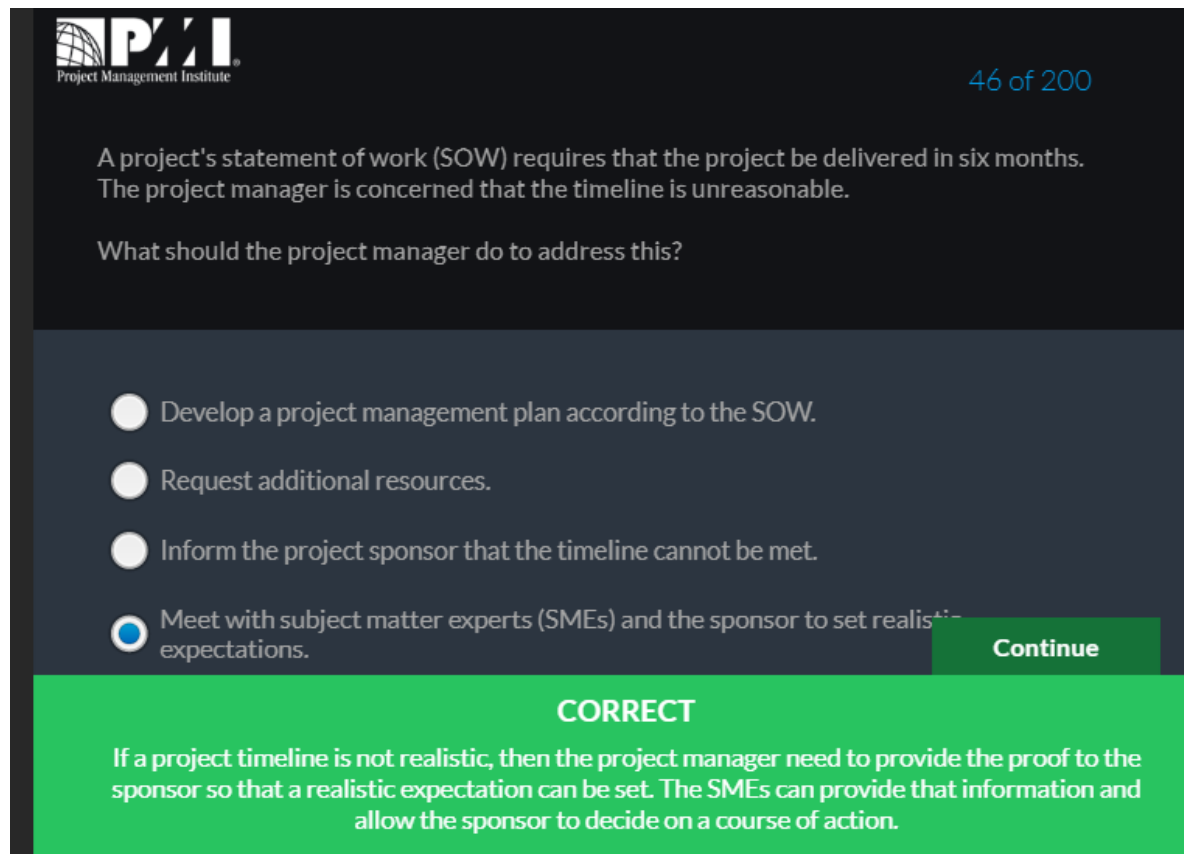
46La declaración de trabajo (SOW) de un proyecto requiere que el proyecto se entregue en seis meses. El gerente del proyecto está preocupado de que el plazo no sea razonable ¿Qué debe hacer el gerente del proyecto para abordar esto?

Desarrollar la gestión de proyectos según la SOW.

Solicitar recursos adicionales.

Informe al patrocinador del proyecto que no se puede cumplir el cronograma.

Reúnase con expertos en la materia (SMES) y el patrocinador para establecer expectativas realistas.



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- ☐ Request additional resources.
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- ☒ Meet with subject matter experts (SMEs) and the sponsor to set realistic expectations.

**Continue**

**CORRECT**

If a project timeline is not realistic, then the project manager need to provide the proof to the sponsor so that a realistic expectation can be set. The SMEs can provide that information and allow the sponsor to decide on a course of action.

Si el proyecto tiene una línea base no realista debe proporcionar al patrocinador la prueba de esta. Para establecer una expectativa realista los expertos pueden proporcionar esta información y permitir que el patrocinador decida un curso de acción.

A project manager is working with stakeholders to identify strategic and operational assumptions and constraints. However, not all stakeholders are consistently providing input.

What should the project manager use to enhance stakeholder input?

- ☐ Facilitation
- ☐ Meeting management
- ☐ Political awareness
- ☐ Checklists

47Un gerente de proyecto está trabajando con las partes interesadas para identificar suposiciones y restricciones estratégicas y operativas. Sin embargo, no todas las partes interesadas están constantemente aportando aportes. ¿Qué debe usar el gerente del proyecto para mejorar la participación de los interesados?

Facilitación

Gestión de reuniones

Conciencia política

Listas de verificación

A project manager is working with stakeholders to identify strategic and operational assumptions and constraints. However, not all stakeholders are consistently providing input.

What should the project manager use to enhance stakeholder input?

- ☒ Facilitation
- ☐ Meeting management
- ☐ Political awareness
- ☐ Checklists

Continue

**CORRECT**

Facilitation is the ability to effectively guide a group event to a successful decision, solution, or conclusion. A facilitator ensures that there is effective participation, that participants achieve a mutual understanding, that all contributions are considered, that conclusions or results have full buy-in according to the decision process established for the project, and that the actions and agreements achieved are appropriately dealt with afterward.

La facilitación es la capacidad de guiar de manera efectiva un evento grupal o sesión de soluciones o conclusiones un facilitador asegura que haya participación de todos los participantes



A company is venturing into a new business but has no previous experience in that market. What tool or technique should the project manager use to collect requirements?

- ☐ Prototypes
- ☐ Decision making
- ☐ Product analysis
- ☐ Expert judgment

48 Una empresa se está aventurando en un nuevo negocio pero no tiene experiencia previa en ese mercado. ¿Qué herramienta o técnica debe usar el gerente de proyecto para recopilar los requisitos?

**Prototipos**

Toma de decisiones

Análisis de producto

Juicio de expertos

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- ☐ Prototypes
- ☐ Decision making
- ☐ Product analysis
- ☒ Expert judgment

[Continue](#)

**INCORRECT**

Prototyping is a method of obtaining early feedback on requirements by providing a model of the expected product before actually building it.

A la creación de prototipos es un método para obtener retroalimentación temprana sobre los requisitos al proporcionar un modelo del producto esperado antes de construirlo manualmente.

A food company receives customer complaints that a product is underweight. What tool or technique can the project manager use to determine if something needs to be changed in the production line?

- ☐ Histogram
- ☐ Control chart
- ☐ Affinity diagram
- ☐ Scatter diagram

49 Una empresa de alimentos recibe quejas de los clientes de que un producto tiene bajo peso. ¿Qué herramienta o técnica puede usar el gerente de proyecto para determinar si algo necesita ser cambiado en la línea de producción?

Histograma

Gráfico de control

Diagrama de afinidad

Diagrama de dispersión

A food company receives customer complaints that a product is underweight. What tool or technique can the project manager use to determine if something needs to be changed in the production line?

- ☐ Histogram
- ☒ Control chart
- ☐ Affinity diagram
- ☐ Scatter diagram

Continue

**CORRECT**

Control charts are used to determine whether or not a process is stable or has predictable performance.

Los diagramas de control se usan para determinar si un proceso es estable o no o tiene un rendimiento predecible

A project manager needs to evaluate the effectiveness of corrective actions taken to address the project's approved change requests. What should the project manager use?

- ☐ Process analysis
- ☐ Quality audits
- ☐ Benchmarking
- ☐ Expert judgement

50 Un gerente de proyecto necesita evaluar la efectividad de las acciones correctivas tomadas para abordar las solicitudes de cambio aprobadas del proyecto. ¿Qué debe usar el gerente del proyecto?

Análisis de procesos

Auditorías de calidad

Benchmarking

Juicio de expertos

A project manager needs to evaluate the effectiveness of corrective actions taken to address the project's approved change requests. What should the project manager use?

- ☐ Process analysis
- ☒ Quality audits
- ☐ Benchmarking
- ☐ Expert judgement

[Continue](#)

**CORRECT**

Quality audits can confirm the implementation of approved change requests including updates, corrective actions, defect repairs, and preventive actions.

Las auditorías de calidad pueden confirmar la implementación de las solicitudes de cambio aprobadas

A team member informs the project manager that there is a variance between actual and planned system speed. The project manager is surprised, because this performance measurement was not identified during the planning phase of the project. The project manager then evaluates whether the variance requires a response. During the evaluation, in which phase is the project manager?

- ☐ Executing
- ☐ Planning
- ☐ Closing
- ☐ Monitoring and controlling

51 Un miembro del equipo informa al gerente del proyecto que existe una variación entre la velocidad del sistema real y la planificada. El gerente del proyecto está sorprendido, porque esta medición del desempeño no se identificó durante la fase de planificación del proyecto. El gerente del proyecto luego evalúa si la variación requiere una respuesta. Durante la evaluación, ¿en qué fase se encuentra el gerente del proyecto?

Ejecución

Planificación

Cierre

Monitoreo y control

A team member informs the project manager that there is a variance between actual and planned system speed. The project manager is surprised, because this performance measurement was not identified during the planning phase of the project. The project manager then evaluates whether the variance requires a response. During the evaluation, in which phase is the project manager?

- ☐ Executing
- ☐ Planning
- ☐ Closing
- ☒ Monitoring and controlling

[Continue](#)

**CORRECT**

Monitor and control is the phase you are in when you are comparing the planned results with the actual results.

Monitorear y controlar es la fase en la que se encuentra cuando compara los resultados planificados con los resultados reales



During the development stage of a project that involves handling sensitive client data, the compliance manager raises an issue of project non-compliance. What document should the project manager review first?

- ☐ Statement of work (SOW)
- ☐ Risk register
- ☐ Project charter
- ☐ Business case

52 Durante la etapa de desarrollo de un proyecto que involucra el manejo de datos confidenciales del cliente, el gerente de cumplimiento plantea un problema de incumplimiento del proyecto. ¿Qué documento debe revisar primero el gerente del proyecto?

Declaración de trabajo (SOW)

Registro de riesgos

Carta del proyecto

Caso de negocio

During the development stage of a project that involves handling sensitive client data, the compliance manager raises an issue of project non-compliance. What document should the project manager review first?

- ☒ Statement of work (SOW)
- ☐ Risk register
- ☐ Project charter
- ☐ Business case

[Continue](#)

### INCORRECT

The project charter is defined as a document issued by the project sponsor that formally authorizes the existence of a project and provides the project manager with the authority to apply organizational resources to project activities.

El acta de constitución se define como un documento emitido por el patrocinador del proyecto que autoriza formalmente la existencia de un proyecto y le otorga al gerente del proyecto la autoridad para aplicar los recursos de la organización a las actividades del proyecto

After receiving the project charter, a project manager starts to prepare the project management plan. Since there is no historical information in the project management office (PMO), what should the project manager do next?

- ☐ Ask the project sponsor for input.
- ☐ Use analogous estimating.
- ☐ Host a kick-off meeting.
- ☐ Consult subject matter experts (SMEs).

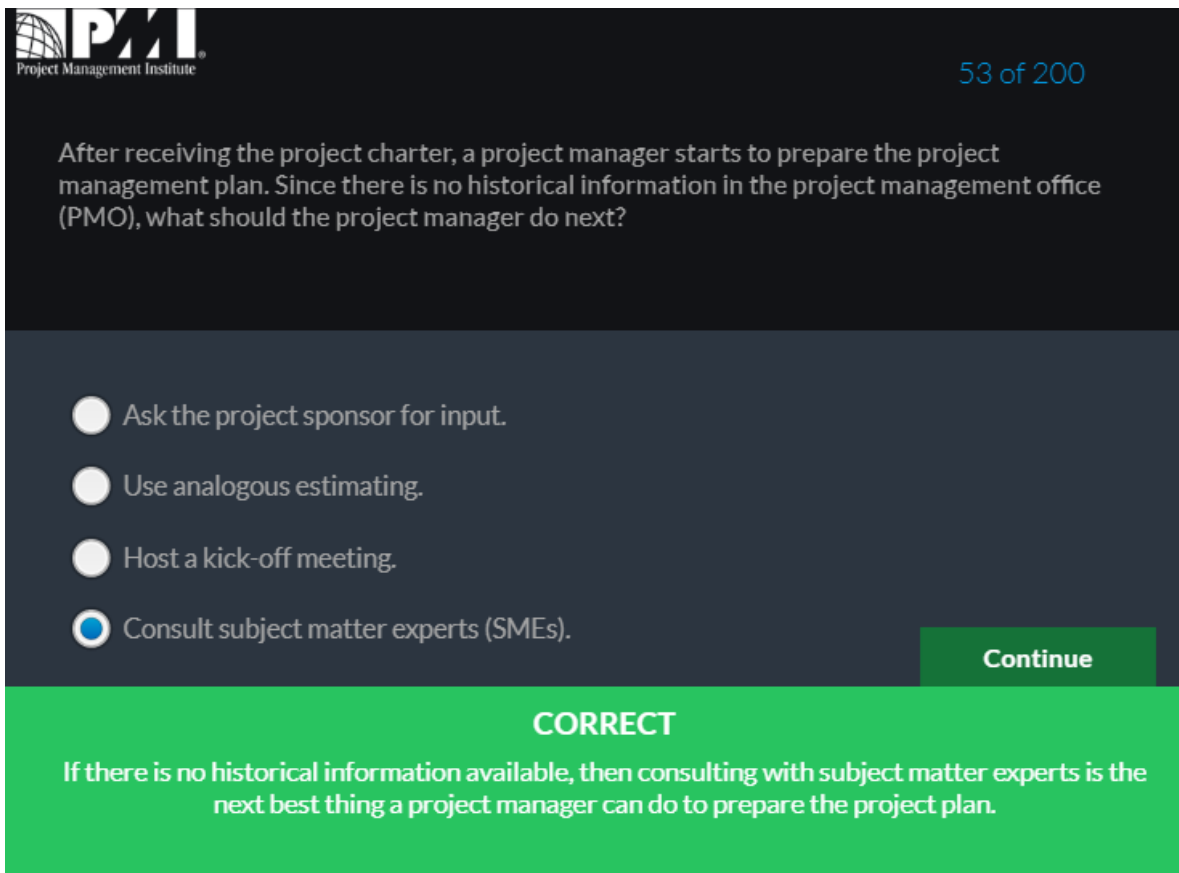
53 Después de recibir la carta del proyecto, un gerente de proyecto comienza a preparar el plan de gestión del proyecto. Como no hay información histórica en la gestión del proyecto (PMO), ¿qué debe hacer el gerente del proyecto a continuación?

Solicite información al patrocinador del proyecto.

Utilice estimaciones análogas.

Organice una reunión de lanzamiento.

Consulte a expertos en la materia (PYME).



The screenshot shows a quiz interface from the Project Management Institute (PMI). At the top left is the PMI logo. At the top right, it says "53 of 200". The question text is: "After receiving the project charter, a project manager starts to prepare the project management plan. Since there is no historical information in the project management office (PMO), what should the project manager do next?". There are four radio button options: "Ask the project sponsor for input.", "Use analogous estimating.", "Host a kick-off meeting.", and "Consult subject matter experts (SMEs)". The fourth option is selected. A green "Continue" button is to the right of the options. Below the options is a green banner with the word "CORRECT" in white. Below the banner, it says: "If there is no historical information available, then consulting with subject matter experts is the next best thing a project manager can do to prepare the project plan."

PMI  
Project Management Institute

53 of 200

After receiving the project charter, a project manager starts to prepare the project management plan. Since there is no historical information in the project management office (PMO), what should the project manager do next?

- ☐ Ask the project sponsor for input.
- ☐ Use analogous estimating.
- ☐ Host a kick-off meeting.
- ☒ Consult subject matter experts (SMEs).

Continue

**CORRECT**

If there is no historical information available, then consulting with subject matter experts is the next best thing a project manager can do to prepare the project plan.

Cuando no hay información histórica lo mejor que se puede hacer es consultar expertos en la materia.