

1. The development team has selected three user stories to be implemented during the upcoming Sprint. They are confident in their velocity to accomplish all the work. Which iteration planning step does the team need to accomplish before it can begin with the actual development? **1 point**
- ☒ Create a Sprint backlog
 - ☐ Gain sponsor approval
 - ☐ Perform relative estimation
 - ☐ Create a product backlog
2. A project team is discussing the difference between business analysis and project management. Which statements are correct? **(Choose 2)** **1 point**
- ☒ Business analysis focuses on requirements
 - ☒ Project management focuses on solution delivery
 - ☐ Business analysis focuses on solution delivery
 - ☐ Project management focuses on requirements
3. Which term matches the following definition? **1 point**
- “Supports the delivery of solutions that align with business objectives.”
- ☐ Program Management
 - ☐ Portfolio Management
 - ☒ Business Analysis
 - ☐ Project Management
4. Which term matches the following definition? **1 point**
- “Application of knowledge, skills, tools, and techniques to deliver solutions”
- ☐ Portfolio Management
 - ☒ Project Management

☐ Program Management

☐ Business Analysis

5. Which term matches the following definition?

1 point

“Deliver solutions and obtain benefits and control not available by managing individual components.”

☐ Portfolio Management

☐ Project Management

☐ Business Analysis

☒ Program Management

6. Which term matches the following definition?

1 point

“Centralized management to achieve organizational strategic objectives”

☒ Portfolio Management

☐ Project Management

☐ Business Analysis

☐ Program Management

7. The project will create a new marketing business application. Marketing is providing funds to cover training needs for the project. These costs will not be deducted from the project budget. What types of funds are being provided?

1 point

☐ Donated costs

☐ Contingency reserves

☒ Indirect costs

☐ Direct costs

8. A high-priority construction project is already in the planning phase. The project team is developing a graphic representation of the logical relationships among

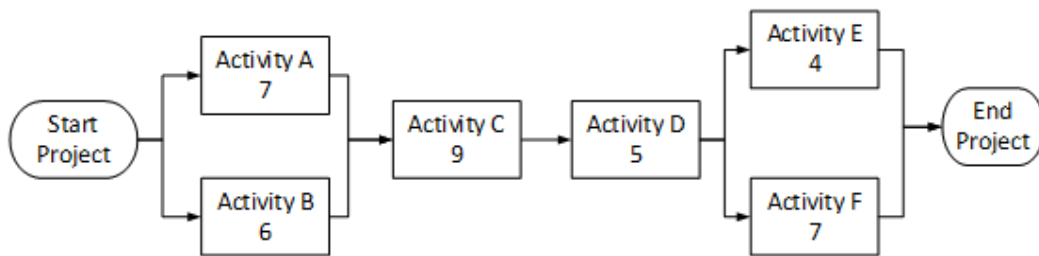
1 point

the project schedule activities. What is being developed?

- ☐ Schedule diagrams
- ☐ Gantt chart
- ☒ Network diagram
- ☐ Work breakdown structure (WBS)

9. Refer to the illustration below. Calculate the Critical Path.

1 point



- ☐ 27
- ☒ 28
- ☐ 38
- ☐ 25

10. A project manager works in an organization where they share power with a functional manager. This project manager has reasonable authority, manages a part-time project team, serves full-time as a project manager, and has part-time administrative staff to help expedite the project. What type of organization is this project manager working in?

1 point

- ☐ Strong matrix
- ☐ Project Management Office
- ☒ Balanced matrix
- ☐ Weak matrix

11. Which key role is responsible for developing a product roadmap?

1 point

Review the Product Roadmap illustration to respond to Questions 11-14

Create Application for City Commuters		
Release 1: Role: Commuter 30 Days	Release 2: Role: DOT 30 Days	Release 3: Role: IT & Security 30 Days
Needs	Needs	Needs
Develop Start and Return Destination	Beta Test for 50,000 Users	Connect and Interface with Current Infrastructure
Recommend Best Method of Transportation	Send User Satisfaction Data to Dept. of Transportation (DOT)	Ensure Regulatory Compliance with Federal Warning Systems
Provide Alternative Options and Constraints		Ensure Privacy Concerns Addressed
Real-Time Updates in Event of Sudden Environmental Changes		
Enable Users to Grade Results		

- ☒ Business Analyst
- ☐ Product Owner
- ☐ Sponsor
- ☐ Project Manager

12. The product roadmap is dependent upon two key inputs. Which of the following are the two inputs? **Choose two.**

1 point

Review the Product Roadmap illustration to respond to Questions 11-14

Create Application for City Commuters		
Release 1: Role: Commuter 30 Days	Release 2: Role: DOT 30 Days	Release 3: Role: IT & Security 30 Days
Needs	Needs	Needs
Develop Start and Return Destination	Beta Test for 50,000 Users	Connect and Interface with Current Infrastructure
Recommend Best Method of Transportation	Send User Satisfaction Data to Dept. of Transportation (DOT)	Ensure Regulatory Compliance with Federal Warning Systems
Provide Alternative Options and Constraints		Ensure Privacy Concerns Addressed
Real-Time Updates in Event of Sudden Environmental Changes		
Enable Users to Grade Results		

- ☒ Required capabilities and features
- ☐ Project charter

☒ Business goals and objectives☐ Business case

- 13.** Product roadmaps are tailored to support the lifecycle selected for project implementation. *Review the Product Roadmap illustration.* Which of the following product development approaches does this product roadmap support?

1 point

Review the Product Roadmap illustration to respond to Questions 11-14

Create Application for City Commuters		
Release 1: Role: Commuter 30 Days	Release 2: Role: DOT 30 Days	Release 3: Role: IT & Security 30 Days
Needs	Needs	Needs
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Provide Alternative Options and Constraints		Ensure Privacy Concerns Addressed
Real-Time Updates in Event of Sudden Environmental Changes		
Enable Users to Grade Results		

- ☐ Six Sigma
- ☐ Waterfall
- ☐ Predictive
- ☒ Adaptive

- 14.** How will the commuter application reflected in the product roadmap be potentially developed? **Choose two.**

1 point

Review the Product Roadmap illustration to respond to Questions 11-14

Create Application for City Commuters		
Release 1: Role: Commuter 30 Days	Release 2: Role: DOT 30 Days	Release 3: Role: IT & Security 30 Days
Needs	Needs	Needs
Develop Start and Return Destination	Beta Test for 50,000 Users	Connect and Interface with Current Infrastructure
Recommend Best Method of Transportation	Send User Satisfaction Data to Dept. of Transportation (DOT)	Ensure Regulatory Compliance with Federal Warning Systems
Provide Alternative Options and Constraints		Ensure Privacy Concerns Addressed
Real-Time Updates in Event of Sudden Environmental Changes		
Enable Users to Grade Results		



Sprints



Predictive



Waterfall

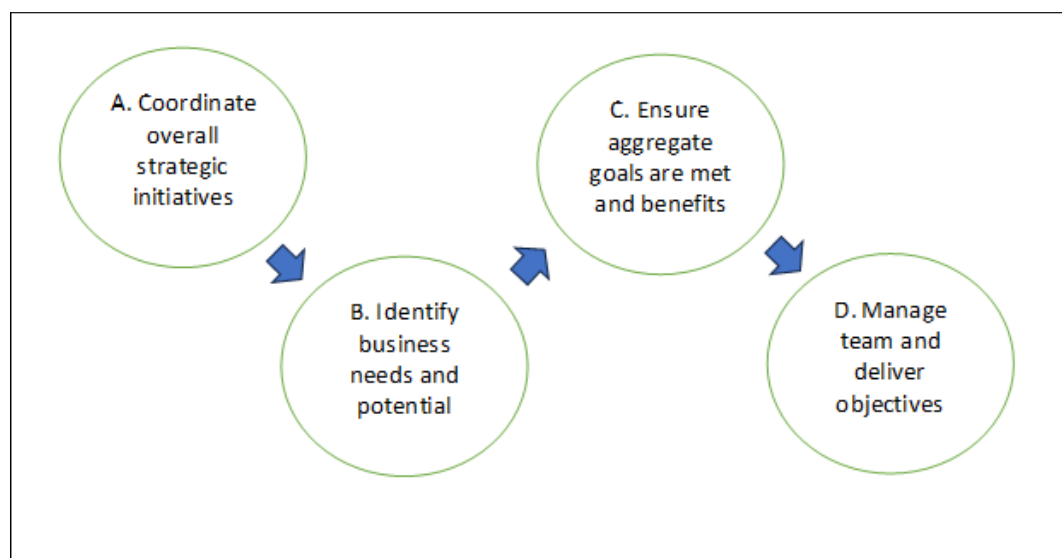


Iterations

15. Which circle best describes a Project Manager?

1 point

Use the following illustration to answer questions 15-18.



A



B



C

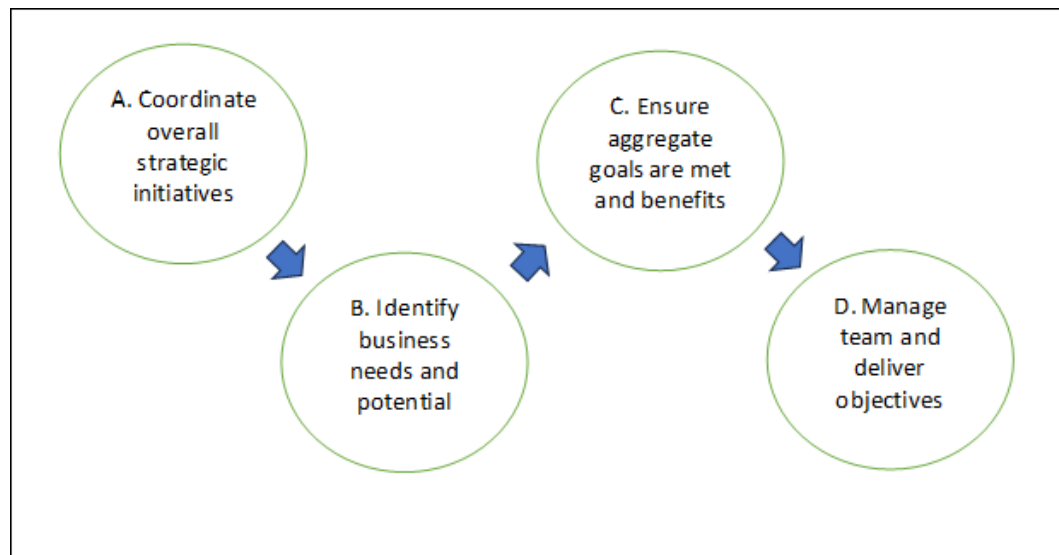


D

16. Which circle best describes a Business Analyst?

1 point

Use the following illustration to answer questions 15-18.

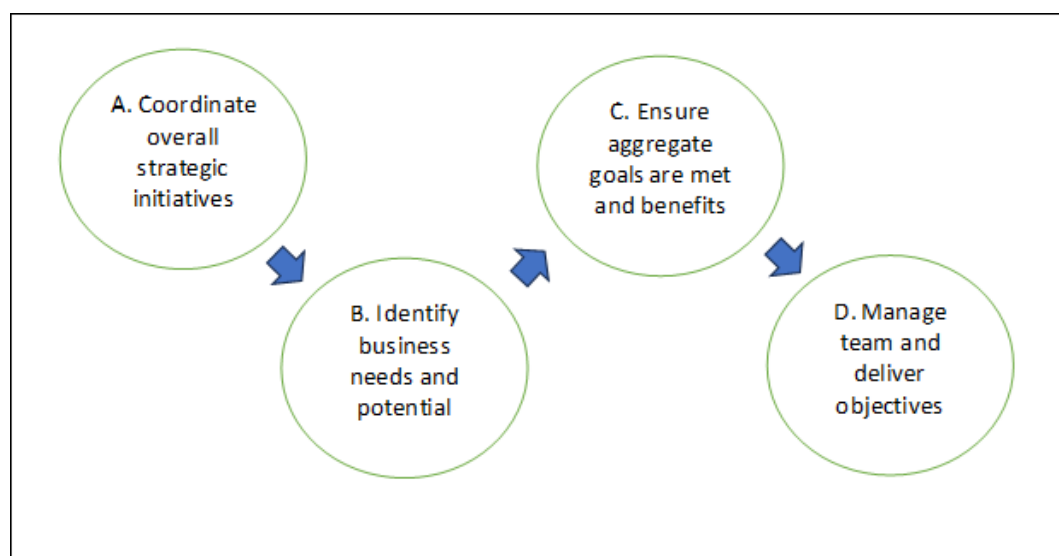


- ☐ A
- ☒ B
- ☐ C
- ☐ D

17. Which circle best describes a Program Manager?

1 point

Use the following illustration to answer questions 15-18.



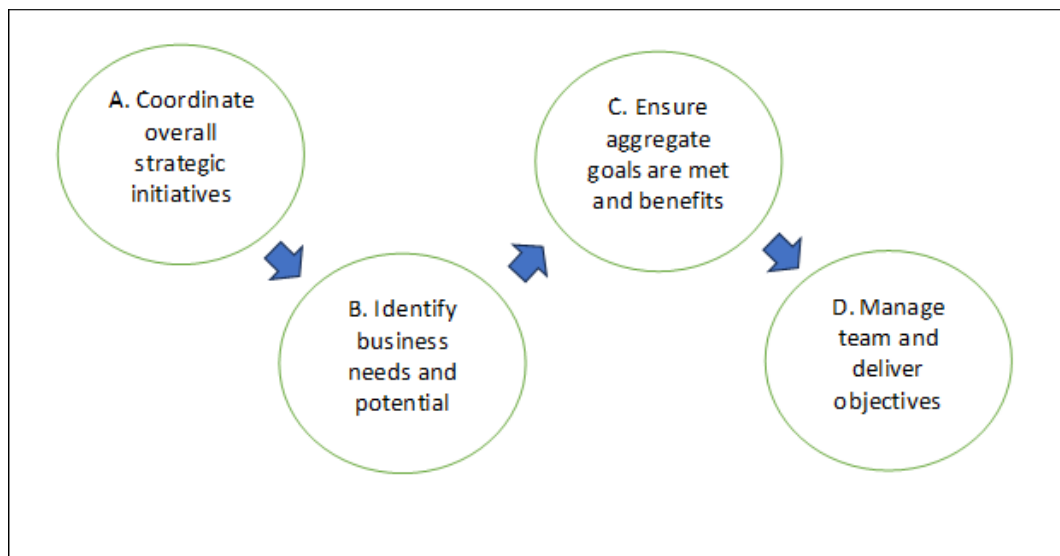
- ☐ A

- ☐ B
- ☒ C
- ☐ D

18. Which circle best describes a Portfolio Manager?

1 point

Use the following illustration to answer questions 15-18.



- ☐ C
- ☒ D
- ☐ A
- ☐ B

19. A project to improve a key accounts receivable process is in the planning phase. This project has high leadership. A project manager finalizes the work breakdown structure (WBS) and ensures that each activity is assigned a unique number. What are these numbers called?

1 point

- ☒ Code of Account Identifier
- ☐ Chart of Account Identifier
- ☐ Activity Number

☐ Activity Designator

20. The team completed all work and is in the process of presenting product functionality to the product owner. The team will gather feedback and determine the next steps. What process was performed? **1 point**

- ☐ Product Backlog
- ☐ Sprint Backlog
- ☐ Retrospective
- ☒ Iteration Review

21. The team completed all the work and reviewed the last iteration. It voted on a change that it will implement in the next iteration to improve performance. What process did the team perform? **1 point**

- ☒ Retrospective
- ☐ Sprint Backlog
- ☐ Iteration Review
- ☐ Product Backlog

22. Which term matches the following definition? **1 point**

“Calculates the present value of total benefits over time and provides a dollar result.”

- ☐ Cost-Benefit Analysis
- ☐ Internal Rate of Return (IRR)
- ☐ Return on Investment (ROI)
- ☒ Net Present Value (NPV)

23. Which term matches the following definition? **1 point**

“Calculates the present value of total benefits over time and provides a

percentage result.”

- ☐ Net Present Value (NPV)
- ☒ Internal Rate of Return (IRR)
- ☐ Return on Investment (ROI)
- ☐ Cost-Benefit Analysis

24. Which term matches the following definition?

1 point

“Uses ratio analysis to determine the overall value of a project.”

- ☐ Net Present Value (NPV)
- ☒ Cost-Benefit Analysis
- ☐ Return on Investment (ROI)
- ☐ Internal Rate of Return (IRR)

25. Which term matches the following definition?

1 point

“The benefit of an investment is divided by the cost of the investment. The result is expressed as a percentage.”

- ☐ Cost-Benefit Analysis
- ☐ Internal Rate of Return (IRR)
- ☐ Net Present Value (NPV)
- ☒ Return on Investment (ROI)

26. Which role matches the following description?

1 point

“Develop and manage the product backlog.”

- ☐ Development Team
- ☒ Product Owner
- ☐ Sponsor
- ☐ Team Facilitator / Scrum Master

27. Which requirements elicitation technique is Mary using?

1 point

Review the conversation and respond to Questions 27-29.

Mary: We have a number of stakeholders we need to elicit requirements from. I am meeting with some business analysts later to learn as much as I can about their past experiences on like projects.

Sarah: That's awesome Mary. I'm meeting with a group of potential customers. I plan to gather as many ideas on features they value in as short a time as possible.

Peggy: Great. I have some prepared questions I want to ask our sponsor Max to get his input. We are fortunate. Max is a subject matter expert and knows his stuff!

- ☒ Lessons Learned and Retrospectives
- ☐ Interviews
- ☐ Delphi Technique
- ☐ Brainstorming

28. Which requirements elicitation technique is Sarah using?

1 point

Review the conversation and respond to Questions 27-29.

Mary: We have a number of stakeholders we need to elicit requirements from. I am meeting with some business analysts later to learn as much as I can about their past experiences on like projects.

Sarah: That's awesome Mary. I'm meeting with a group of potential customers. I plan to gather as many ideas on features they value in as short a time as possible.

Peggy: Great. I have some prepared questions I want to ask our sponsor Max to get his input. We are fortunate. Max is a subject matter expert and knows his stuff!

- ☐ Lessons Learned and Retrospectives
- ☐ Interviews
- ☒ Brainstorming
- ☐ Delphi Technique

29. Which requirements elicitation technique is Peggy using?

1 point

Review the conversation and respond to Questions 27-29.

Mary: We have a number of stakeholders we need to elicit requirements from. I am meeting with some business analysts later to learn as much as I can about their past experiences on like projects.

Sarah: That's awesome Mary. I'm meeting with a group of potential customers. I plan to gather as many ideas on features they value in as short a time as possible.

Peggy: Great. I have some prepared questions I want to ask our sponsor Max to get his input. We are fortunate. Max is a subject matter expert and knows his stuff!

- ☐ Brainstorming
- ☐ Lessons Learned and Retrospectives
- ☐ Delphi Technique
- ☒ Interviews

30. The traditional project management lifecycle defines five process groups, including initiating, planning, executing, monitoring, and controlling, and closing. The business analysis team adds a new process group before starting the project. What is the name of this process group where much of the business analysis work is accomplished?

1 point

- ☒ Defining and Aligning Process Group
- ☐ Requirements Development Process Group
- ☐ Preinitiation Process Group.
- ☐ Business Analysis Process Group

31. The project team completed the risk register and assigned capable risk owners to manage and monitor each risk. A risk owner has identified events that indicate that a high-impact risk will occur. Which term best describes this indicator?

1 point

- ☐ Precursor
- ☒ Trigger
- ☐ Early Response
- ☐ Prompt

32. Managing communications is a critical priority. The current DEF project involves multiple internal and external stakeholders. The team is developing a project communications management plan to manage communications better. Which statements about this document are true? (Choose 2 responses.) **1 point**

- ☒ This document is periodically updated.
- ☒ This document describes the purpose of communications.
- ☐ This document defines the project cost data.
- ☐ This document disseminates all information to all stakeholders.

33. Eliminating the functionality gaps in a new product is critical to the success of a project. There is a high degree of executive focus on this project. The project sponsor has requested a report showing a critical project's overall risk scores over the last three months. What concept is the sponsor concerned with? **1 point**

- ☐ Risk vulnerability
- ☒ Risk exposure
- ☐ Risk manifestation
- ☐ Risk impact

34. Which role matches the following description? **1 point**

“Coach the team and facilitate iteration ceremonies.”

- ☐ Development Team
- ☒ Team Facilitator / Scrum Master
- ☐ Product Owner
- ☐ Sponsor

35. Which role matches the following description? **1 point**

“Develop the Sprint/iteration backlog.”

- ☒ Development Team
- ☐ Product Owner

- ☐ Team Facilitator / Scrum Master
- ☐ Sponsor

36. Which role matches the following description?

1 point

“Provides project approval and funding.”

- ☐ Development Team
- ☒ Sponsor
- ☐ Team Facilitator / Scrum Master
- ☐ Product Owner

37. Which implementation strategy and life cycle would be best for Margo’s project?

1 point

Refer to the conversation to respond to questions 37 and 38.

John: Thank you for meeting with me today. As Program Managers, we need to ensure each project is accomplished on-time and within budget.

Margo: I’m excited about my project. I met with the customers today and they all agree on the project deliverables. There might be a few technical challenges, but nothing major.

Ria: I wish I could say the same. I talked with four customers, and they all had different expectations. IT stated that there are some technical issues that will require time to sort out due to the complexity of this project.

John: We have multiple teams. Let’s think about the best approach to plan and implement your projects.

- ☒ Predictive
- ☐ Agile
- ☐ Lean
- ☐ Six Sigma

38. Which implementation strategy and life cycle would be best for Ria’s project?

1 point

Refer to the conversation to respond to questions 37 and 38.

John: Thank you for meeting with me today. As Program Managers, we need to ensure each project is accomplished on-time and within budget.

Margo: I'm excited about my project. I met with the customers today and they all agree on the project deliverables. There might be a few technical challenges, but nothing major.

Ria: I wish I could say the same. I talked with four customers, and they all had different expectations. IT stated that there are some technical issues that will require time to sort out due to the complexity of this project.

John: We have multiple teams. Let's think about the best approach to plan and implement your projects.

- ☐ Six Sigma
- ☐ Predictive
- ☐ Lean
- ☒ Agile

39. The environment and organization where business analysis is performed can be complicated: Which *two* major categories of influences impact how business analysis is conducted? (**Choose two**)

1 point

- ☐ Colocation
- ☒ Organizational Process Assets (OPA)
- ☒ Enterprise Environmental Factors (EEF)
- ☐ Assumptions

40. The XYZ company is considering two capital investment projects. Project A will return \$40,000 over three years. Project B will return \$70,000 over four years. The company only has the funds and capacity to fund one of these projects. They selected Project B. What is the opportunity cost of this decision?

1 point

- ☒ \$40,000
- ☐ \$30,000
- ☐ \$70,000
- ☐ \$110,000

41. Risks and issues have plagued the ABC project. The initial requirements were not well documented. As a result, a number of change requests were submitted. What is the project manager's first action when receiving a new change request? **1 point**

- ☐ Evaluate the change
- ☒ Log each change
- ☐ Provide implementation options
- ☐ Document the decision

42. A project manager received a high-priority change request from a key stakeholder. The project manager logged the change and ensured that the purpose of the change was clearly documented. They clearly understood the reason for the change. What is the next step in the change process? **1 point**

- ☐ Document decision notes
- ☐ Provide implementation options
- ☐ Approve the change immediately
- ☒ Evaluate the change

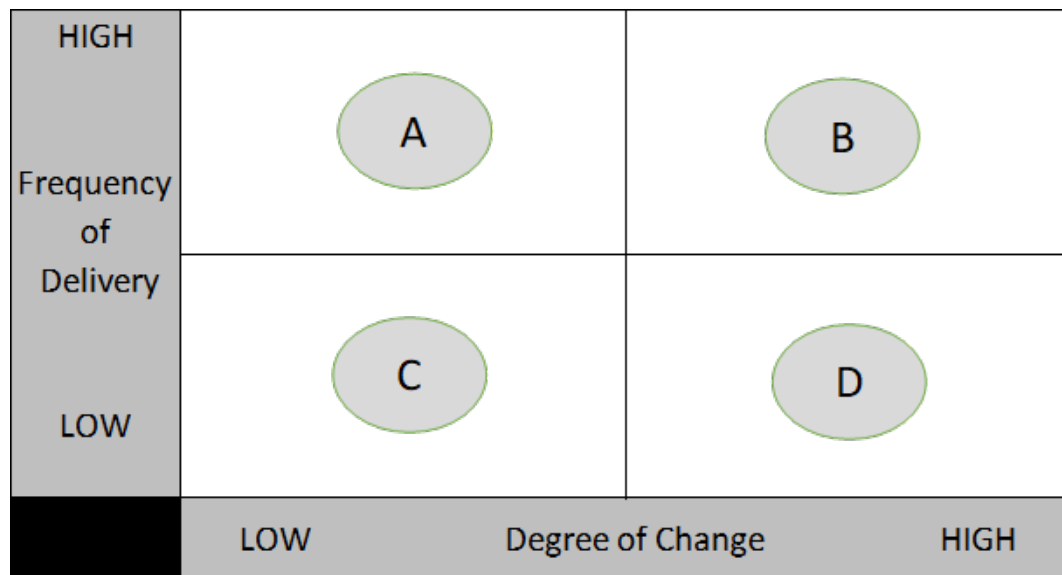
43. Which quadrant best describes an *Iterative* project? **1 point**

Use the illustration to respond to questions 43-46

- ☐ A
- ☐ B
- ☐ C
- ☒ D

44. Which quadrant best describes an *Incremental* project? **1 point**

Use the illustration to respond to questions 43-46

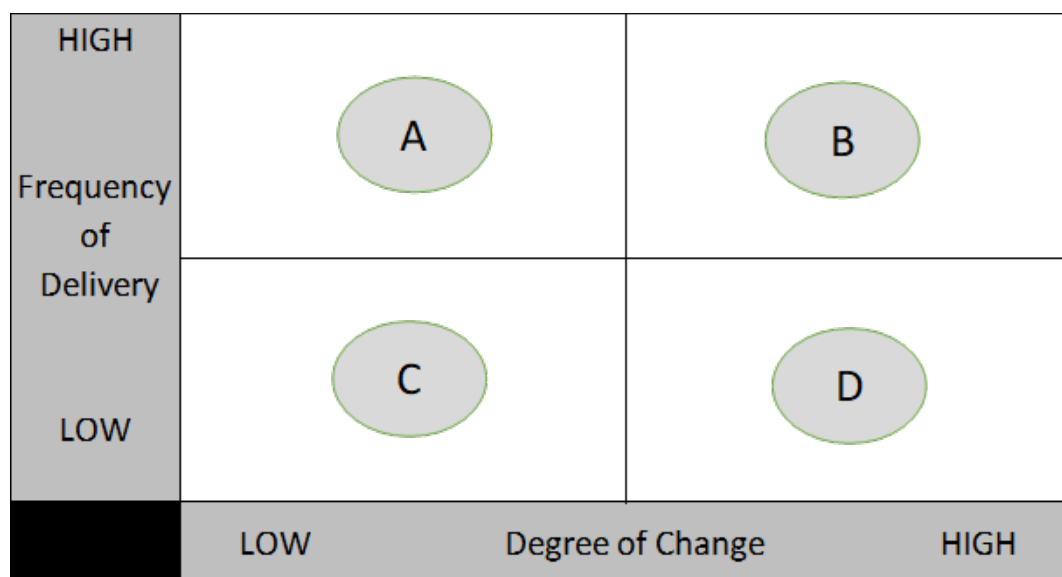


- ☒ A
☐ B
☐ C
☐ D

45. Which quadrant best describes an *Agile* project?

1 point

Use the illustration to respond to questions 43-46

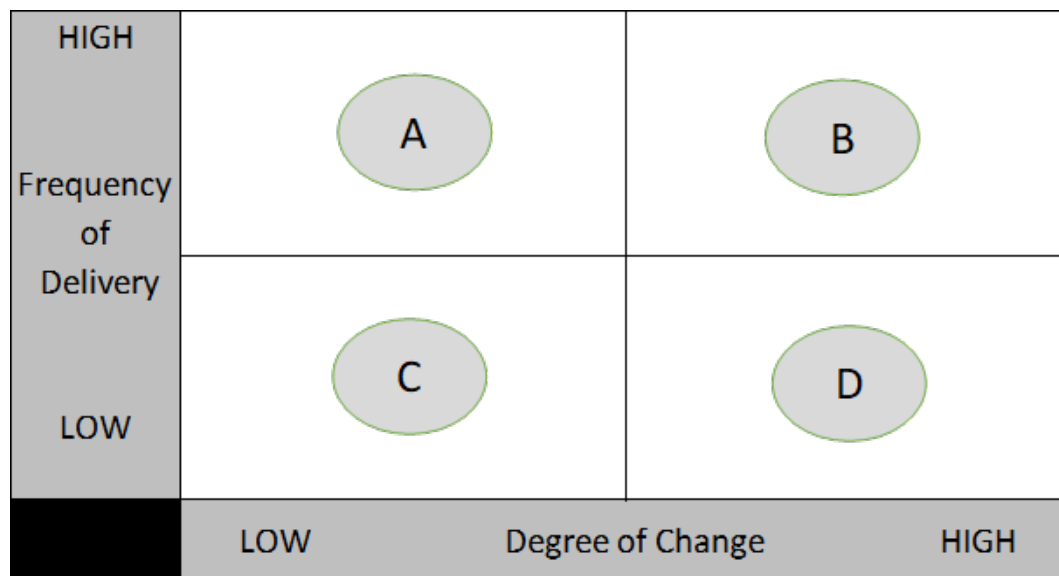


- ☐ A
- ☒ B
- ☐ C
- ☐ D

46. Which quadrant best describes a *Predictive* project?

1 point

Use the illustration to respond to questions 43-46



- ☐ A
- ☐ B
- ☒ C
- ☐ D

47. A Scrum Master conducted a retrospective. The team recommended five changes. When the first change was reviewed, two team members raised two fingers in the air. Which voting method was used?

1 point

- ☒ Fist-to-Five
- ☐ Majority
- ☐ Plurality

☐ Unanimity

48. In Agile projects, work is carefully planned throughout the project to be completed in short iterations. What is the primary rationale for this methodology?

1 point

- ☐ Reduced resource requirements
- ☐ Reduced delivery schedules
- ☐ Continual project improvement
- ☒ High uncertainty and change

49. Managing stakeholders is difficult for a business analyst and a project manager. Some knowledge is readily available and codified using words, pictures, and numbers. Other knowledge is personal and difficult to express, such as beliefs, insights, experience, and knowledge. How is the latter type of knowledge classified?

1 point

- ☒ Tacit knowledge
- ☐ Subtle knowledge
- ☐ Explicit knowledge
- ☐ Personal knowledge

50. More than three hundred people attended an all-hands meeting. The Director presented two benefit option changes and had employees vote on their preferred option. The Director decided that the solution that more than 50% of the employees selected would be implemented. Which voting method was used?

1 point

- ☐ Unanimity
- ☐ Fist-to-Five
- ☒ Majority
- ☐ Plurality

51. Which term matches the following definition?

1 point

“A risk that has occurred and needs to be addressed and tracked.”

- ☐ Risk
- ☐ Constraint
- ☒ Issue
- ☐ Trigger
- ☐ Assumption

52. Which term matches the following definition?

1 point

“Any potential event that may impact a project”

- ☒ Risk
- ☐ Issue
- ☐ Constraint
- ☐ Assumption
- ☐ Trigger

53. Which term matches the following definition?

1 point

“Something believed to be true and needs to be validated.”

- ☐ Risk
- ☒ Assumption
- ☐ Issue
- ☐ Trigger
- ☐ Constraint

54. Which term matches the following definition?

1 point

“A limiting factor that may impact the planning and execution of a project”

- ☐ Trigger
- ☐ Issue
- ☐ Assumption
- ☒ Constraint
- ☐ Risk

55. Which term matches the following definition?

1 point

“An early warning that a risk is about to occur”

- ☐ Risk
- ☐ Issue
- ☐ Assumption
- ☒ Trigger
- ☐ Constraint

56. Stakeholder engagement is critical to the success of a project. Which statement most accurately describes the business analyst’s role in stakeholder engagement?

1 point

- ☐ Assigns and oversee project resources essential to project success
- ☐ Develops an initial stakeholder engagement plan during the project planning process group
- ☒ Ensures stakeholders remain engaged so that information required to build the solution is attained
- ☐ Develops an initial stakeholder register during the project initiation process group

57. An Agile project manager is considering how best to plan the launch of a new electronics product. What constraints will be fixed throughout the launch? Choose 2.

1 point

- ☒ Cost

- ☒ Schedule
- ☐ Scope
- ☐ Risk

58. A key infrastructure project failed twice to achieve its desired objectives. The team modified its approach to meet the specific requirements for the third attempt. Which method did they use?

1 point

- ☐ Revising
- ☐ Updating
- ☒ Tailoring
- ☐ Modifying

59. Match the appropriate tool/technique to the following description:

1 point

“An analysis model that describes a flow of actor and system interactions and boundaries”

- ☒ Use Case
- ☐ User Story
- ☐ Traceability Matrix
- ☐ Product Backlog
- ☐ Context Diagram

60. Match the appropriate tool/technique to the following description:

1 point

“Description written from an actor’s viewpoint that describes the actor, function, and benefit”

- ☐ Use Case
- ☐ Traceability Matrix
- ☐ Product Backlog
- ☒ User Story

☐ Context Diagram

61. Match the appropriate tool/technique to the following description:

1 point

“Listing of prioritized product requirements and deliverables to be completed”

- ☐ User Story
- ☐ Context Diagram
- ☐ Use Case
- ☐ Traceability Matrix
- ☒ Product Backlog

62. Match the appropriate tool/technique to the following description:

1 point

“Grid or table that links product requirements from their origin to the deliverables that satisfy them”

- ☐ Product Backlog
- ☒ Traceability Matrix
- ☐ Use Case
- ☐ Context Diagram
- ☐ User Story

63. Match the appropriate tool/technique to the following description:

1 point

“Visual depiction of product scope shows a business system and how people and other systems interact.”

- ☒ Context Diagram
- ☐ User Story
- ☐ Product Backlog
- ☐ Use Case
- ☐ Traceability Matrix

- 64.** A project can be part of a program which, in turn, can be part of a portfolio. **1 point**
What are these interconnected structures known as? **(2 Choices)**
- ☐ Project governance
 - ☒ System for value delivery
 - ☐ Functional management
 - ☒ Organizational project management
- 65.** Priya has been tasked with developing specific scope documentation to support specific objectives necessary to achieve specific benefits outlined in a program. Which task is Priya performing? **1 point**
- ☐ Portfolio management
 - ☒ Project Management
 - ☐ Program management
 - ☐ Organizational governance
- 66.** A new project manager works closely with product managers on a daily basis. Product managers are continually brainstorming ideas for new products and services. What impact does the product manager's role have on the project manager? **1 point**
- ☐ A successful product management function leads to job security
 - ☐ New products can lead to increased sales
 - ☒ Product management can initiate programs or projects at any point in the product life cycle
 - ☐ Successful new products improve customer satisfaction
- 67.** A project manager has a goal to improve their emotional intelligence. What is the first level they must master before achieving their goals? **1 point**
- ☐ Social competence
 - ☒ Self-awareness
 - ☐ Self-management

☐ Relationship management

68. Hitomi is bringing together a carefully selected group of stakeholders to collaborate, explore, and evaluate product requirements. This meeting will be structured and managed to determine how best to achieve several objectives. Which elicitation tool and technique is Hitomi using?

1 point

- ☒ Facilitated Workshop
- ☐ Interview
- ☐ Brainstorming
- ☐ Focus Group

69. A project encountered several critical issues that all have the potential to impact the achievement of user story acceptance criteria. Which issue should the agile project manager address first as the priority?

1 point

- ☒ Two team members have a conflict
- ☐ Project funds are running short
- ☐ A technology issue is listed as a potential blocker
- ☐ The project sponsor requested immediate status

70. Calculate this project's Cost Variance (CV).

1 point

Use this table to respond to questions 71-74

Financial Indicator	Amount
Budget at Completion (BAC)	\$120,000
Actual Cost (AC)	\$55,000
Earned Value (EV)	\$60,000
Planned Value (PV)	\$48,000

- ☐ (\$5000)
- ☐ \$7,000
- ☐ \$10,000
- ☒ \$5,000

71. Calculate this project's Schedule Variance (SV).

1 point

Use this table to respond to questions 70-74

Financial Indicator	Amount
Budget at Completion (BAC)	\$120,000
Actual Cost (AC)	\$55,000
Earned Value (EV)	\$60,000
Planned Value (PV)	\$48,000

- ☒ 12,000
- ☐ -\$12,000
- ☐ \$5,000
- ☐ (\$5000)

72. Calculate this project's Cost Performance Index (CPI).

1 point

Use this table to respond to questions 70-74

Financial Indicator	Amount
Budget at Completion (BAC)	\$120,000

Financial Indicator	Amount
Actual Cost (AC)	\$55,000
Earned Value (EV)	\$60,000
Planned Value (PV)	\$48,000

☐ 1.25☐ .92☐ .8☒ 1.09

73. Calculate this project's Schedule Performance Index (SPI).

1 point

Use this table to respond to questions 70-74

Financial Indicator	Amount
Budget at Completion (BAC)	\$120,000
Actual Cost (AC)	\$55,000
Earned Value (EV)	\$60,000
Planned Value (PV)	\$48,000

☐ .8☒ 1.25☐ .92☐ 1.09

74. What is the current status of this project?

1 point

Use this table to respond to questions 70-74

Financial Indicator	Amount
Budget at Completion (BAC)	\$120,000
Actual Cost (AC)	\$55,000
Earned Value (EV)	\$60,000
Planned Value (PV)	\$48,000

- ☐ Ahead on budget/Behind on schedule
- ☐ Behind on budget/behind on schedule
- ☒ Ahead on budget/Ahead on schedule
- ☐ Behind on budget/Ahead on schedule

75. The ABC product launch project was originally planned with a co-located development team. A flu epidemic necessitated using virtual tools for much of the current iteration using virtual tools. The Agile project manager discovered a new messaging tool that he believes will benefit the team. What is the best approach to sharing this tool?

1 point

- ☐ Initiate training immediately to roll out the new tool
- ☐ Develop a user story to roll out the tool
- ☒ Ask the team to evaluate the tool and determine if it can add value
- ☐ Implement the tool and share the value

76. Which term matches the following description?

1 point

“Get people to share ideas on a topic and build upon those ideas.”

- ☒ Brainstorming
- ☐ Interviews
- ☐ Focus Groups

- ☐ Nominal Group Technique
- ☐ Facilitation

77. Which term matches the following description?

1 point

“Elicit opinions and requirements from a pre-selected stakeholder demographic.”

- ☐ Brainstorming
- ☐ Nominal Group Technique
- ☐ Facilitation
- ☐ Interviews
- ☒ Focus Groups

78. Which term matches the following description?

1 point

“Solicit ideas or solutions and rank order each by priority.”

- ☐ Focus Groups
- ☐ Interviews
- ☐ Facilitation
- ☐ Brainstorming
- ☒ Nominal Group Technique

79. Which term matches the following description?

1 point

“Bring stakeholders with different perspectives and seek agreement without decision.”

- ☐ Interviews
- ☒ Facilitation
- ☐ Nominal Group Technique
- ☐ Brainstorming

☐ Focus Groups

80. Which term matches the following description?

1 point

“Elicit requirements or ideas from the experts.”

☐ Nominal Group Technique

☒ Interviews

☐ Focus Groups

☐ Facilitation

☐ Brainstorming

81. Meetings are an essential activity used to manage communication. Which meeting management action is most essential to ensure that time spent in meetings is both efficient and effective?

1 point

☒ Develop an overall strategy

☐ Chair and lead meetings with a set of rules

☐ Set time limits and keep to them

☐ Bring the right people together

82. What is the best way to define this chart?

1 point

Respond to questions 82-84 Using the Illustration below:

ID	Activity	Time Required	March	April	May	June	July
1	Start	0	◆ 10-Mar				
2	Define	2	◆ 12-Mar				
3	Measure	21		◆ 2-Apr			
4	Analyze	37			◆ 9-May		
5	Improve	22				◆ 1-Jun	
6	Control	24				25-Jun ◆	
7	Finish	36					31-Jul ◆

- ☐ Control chart
- ☐ Bar chart
- ☒ Milestone chart
- ☐ Gantt chart

83. Which milestone is scheduled for May 9th?

1 point

Respond to questions 82-84 Using the Illustration below:

ID	Activity	Time Required	March	April	May	June	July
1	Start	0	◆ 10-Mar				
2	Define	2	◆ 12-Mar				
3	Measure	21		◆ 2-Apr			
4	Analyze	37			◆ 9-May		
5	Improve	22				◆ 1-Jun	
6	Control	24				25-Jun ◆	
7	Finish	36					31-Jul ◆

- ☐ Measure
- ☐ Define
- ☐ Control
- ☒ Analyze

84. Which activity has the longest duration?

1 point

Respond to questions 82-84 Using the Illustration below:

ID	Activity	Time Required	March	April	May	June	July
1	Start	0	◆ 10-Mar				
2	Define	2	◆ 12-Mar				
3	Measure	21		◆ 2-Apr			
4	Analyze	37			◆ 9-May		
5	Improve	22				◆ 1-Jun	
6	Control	24				◆ 25-Jun	
7	Finish	36					◆ 31-Jul

☒ Analyze

85. Which lifecycle has the following attributes?

1 point

“Few deliveries and minimal change”

- ☒ Predictive
- ☐ Incremental
- ☐ Agile
- ☐ Iterative

86. Which lifecycle has the following attributes?

1 point

“Frequent deliveries, minimal change”

- ☐ Agile
- ☒ Incremental
- ☐ Iterative
- ☐ Predictive

87. Which lifecycle has the following attributes?

1 point

“Few deliveries, frequent change”

- ☒ Iterative
- ☐ Incremental

☐ Predictive

☐ Agile

88. Which lifecycle has the following attributes?

1 point

“Frequent deliveries, frequent change”

☐ Incremental

☐ Iterative

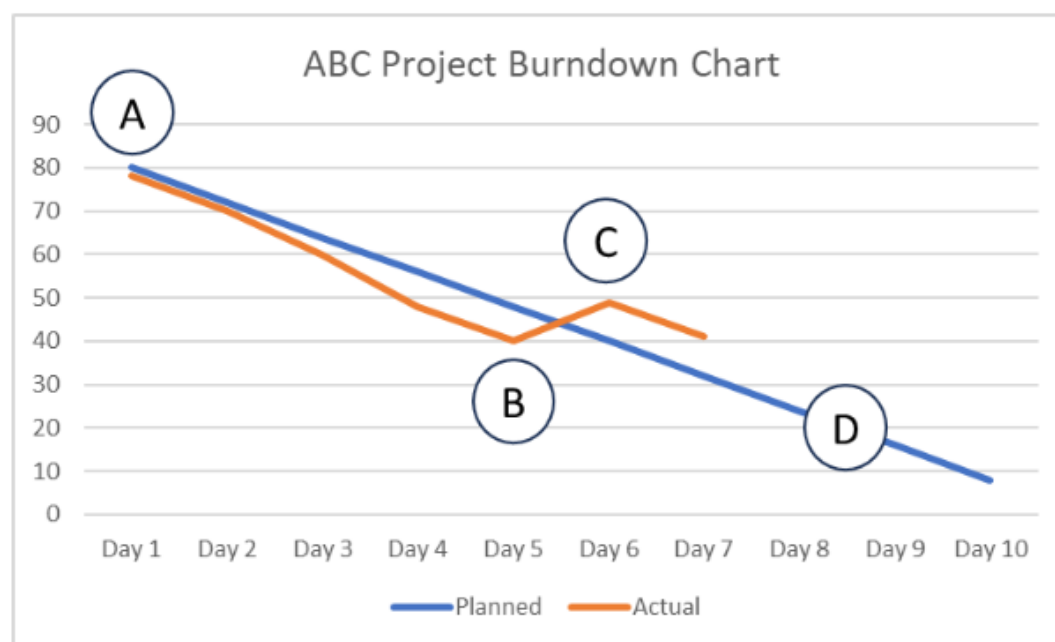
☐ Predictive

☒ Agile

89. A team member noticed that a number of tasks were omitted from a critical iteration user story. When was this new work discovered?

1 point

Use the diagram to answer the questions 89-91.



☐ Point A

☐ Point B

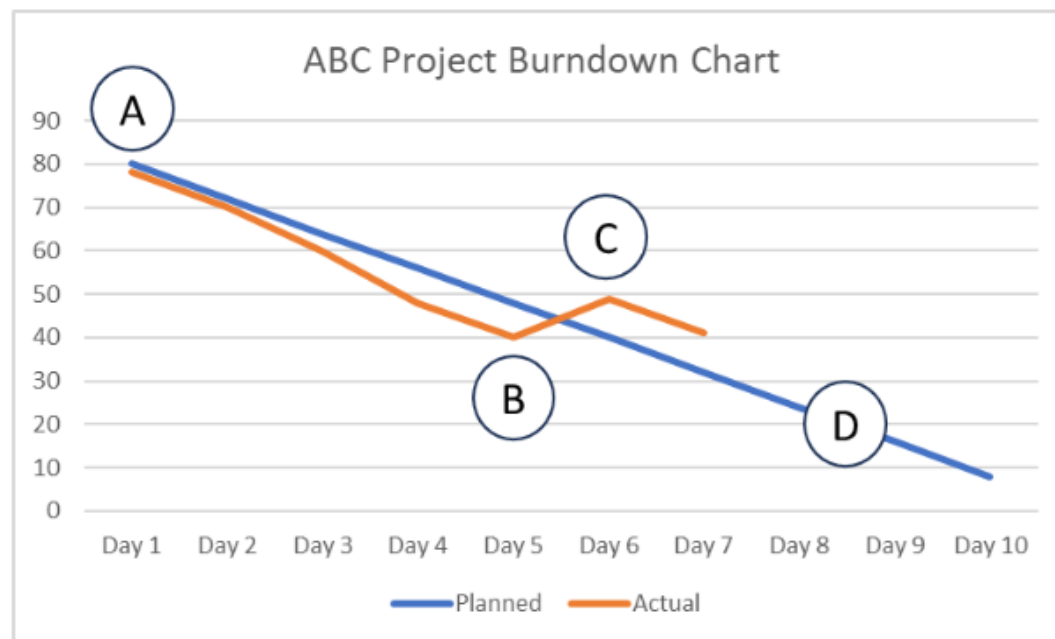
☒ Point C

☐ Point D

90. Which point represents the scheduled completion of all work in the burndown chart?

1 point

Use the diagram to answer the questions 89-91.

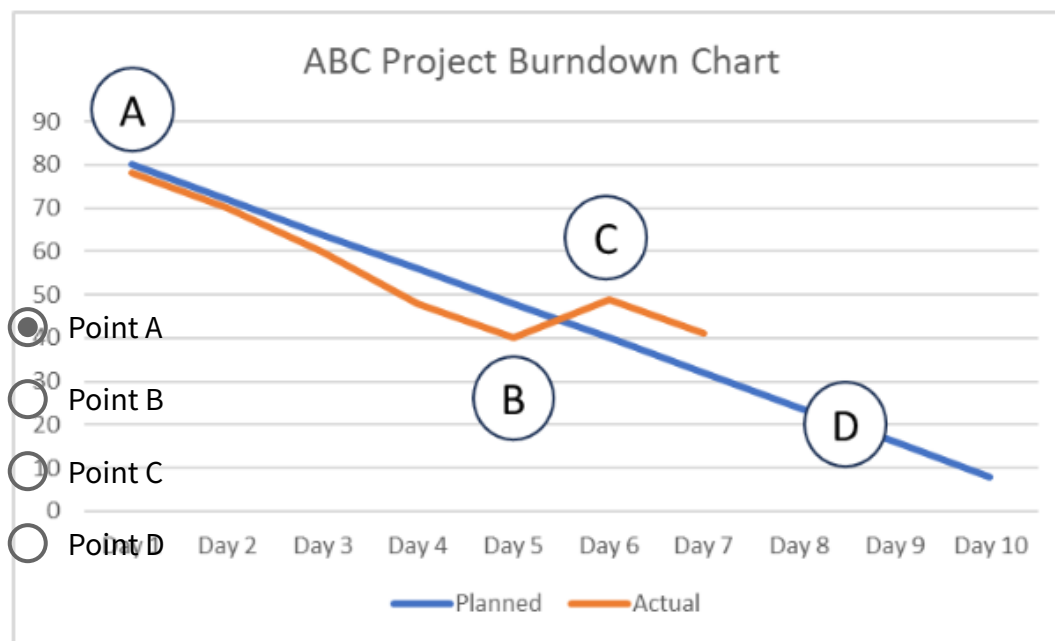


- ☐ Point A
- ☐ Point B
- ☐ Point C
- ☒ Point D

91. Which point reflects the amount of work scheduled at the beginning of the iteration in the burndown chart?

1 point

Use the diagram to answer the questions 89-91.



92. Which type of resource planning matches the following description?

1 point

“Cross references team members and tasks with the assigned work package”

- ☐ Resource Management Plan
- ☐ Organizational Breakdown Structure (OBS)
- ☒ Responsibility Assignment Matrix (RAM)
- ☐ Resource Breakdown Structure (RBS)
- ☐ RACI Chart

93. Which type of resource planning matches the following description?

1 point

“Designates the role and responsibilities of designators to stakeholders at the project level.”

- ☐ Resource Breakdown Structure (RBS)
- ☒ RACI Chart
- ☐ Resource Management Plan
- ☐ Responsibility Assignment Matrix (RAM)
- ☐ Organizational Breakdown Structure (OBS)

94. Which type of resource planning matches the following description?

1 point

“Illustrates the relationship to project activities and the divisions or departments that will perform them.”

- ☒ Organizational Breakdown Structure (OBS)
- ☐ RACI Chart
- ☐ Responsibility Assignment Matrix (RAM)
- ☐ Resource Management Plan
- ☐ Resource Breakdown Structure (RBS)

95. Which type of resource planning matches the following description?

1 point

“Hierarchical representation of resources by category and type”

- ☐ RACI Chart
- ☐ Responsibility Assignment Matrix (RAM)
- ☒ Resource Breakdown Structure (RBS)
- ☐ Resource Management Plan
- ☐ Organizational Breakdown Structure (OBS)

96. Which type of resource planning matches the following description?

1 point

“Describes how resources are acquired, allocated, monitored, and controlled.”

- ☐ RACI Chart
- ☐ Resource Breakdown Structure (RBS)
- ☐ Organizational Breakdown Structure (OBS)
- ☐ Responsibility Assignment Matrix (RAM)
- ☒ Resource Management Plan

97. A project team worked for more than a week to complete a complex Work Breakdown Structure (WBS). This WBS will support a project to upgrade the electrical grid for an office complex that is being expanded to support an additional five hundred employees. What is documented at the lowest level of

1 point

the WBS?

- ☐ Activities
- ☐ Details
- ☐ Tasks
- ☒ Work packages

98. An organization completed strategic planning, and portfolio implementation is now underway. There are some projects that require entry into the initiation phase or process group. What are two reasons why a project should enter the initiating phase? **(Select 2)**

1 point

- ☐ Integrated change control led to an updated project management plan
- ☐ Work performance data was received
- ☒ Project had many problems, and business need is being reevaluated
- ☒ New project or business need defined

99. Several key stakeholders can impact the current project positively or negatively. What consideration should the business analysis consider when engaging with a stakeholder group?

1 point

- ☒ Level of Influence
- ☐ Level of Legitimacy
- ☐ Level of Interest
- ☐ Level of Urgency

100. It is important to tailor stakeholder engagement techniques to meet the needs of either an adaptive or predictive project. Which **two** methods are used to tailor stakeholder engagement techniques to an adaptive project? **Choose two.**

1 point

- ☐ Engage in regularly scheduled status meetings
- ☒ Use regularly scheduled short meetings
- ☐ Update communications management plan
- ☒ Change ground rules

101. Which business analysis tool/technique matches the following performance description?

1 point

“Graphical representation of remaining work compared to planned work. They are used in adaptive projects.”

- ☐ Root Cause Analysis
- ☐ Variance Analysis
- ☐ Process Flow
- ☐ Retrospectives
- ☒ Burndown Chart

102. Which business analysis tool/technique matches the following performance description?

1 point

“Visually shows steps taken by human users as they interact with a system or solution.”

- ☒ Process Flow
- ☐ Variance Analysis
- ☐ Retrospectives
- ☐ Root Cause Analysis
- ☐ Burndown Chart

103. Which business analysis tool/technique matches the following performance description?

1 point

“Technique for determining the cause and degree of difference between a baseline and actual performance”

- ☐ Retrospectives
- ☒ Variance Analysis
- ☐ Root Cause Analysis
- ☐ Process Flow
- ☐ Burndown Chart

104. Which business analysis tool/technique matches the following performance description?

1 point

“Analytical technique used to determine the underlying reason for a variance, defect, or risk.”

- ☐ Retrospectives
- ☐ Process Flow
- ☐ Variance Analysis
- ☐ Burndown Chart
- ☒ Root Cause Analysis

105. Which business analysis tool/technique matches the following performance description?

1 point

“Participants explore their work and results to improve the product and process.”

- ☐ Root Cause Analysis
- ☐ Variance Analysis
- ☐ Burndown Chart
- ☐ Process Flow
- ☒ Retrospectives

106. The project baseline is approved for a marketing research project that will test the feasibility of several new product ideas being rolled out by an outdoor recreation retailer. A key objective is to ensure all products meet the highest quality standards. The team developed a quality management plan. What are two entries that should be included in this plan? **Choose two.**

1 point

- ☐ Funding sources
- ☒ Quality roles and responsibilities
- ☐ Customer personas
- ☒ Quality objectives of the project

107. The team is reviewing a number of new user stories to add to the product backlog to support the upcoming launch of a new product. The team is assigning story points to each user story. Which is the primary method for analyzing user stories and assigning story points?

1 point

- ☐ Procurement
- ☐ Risk
- ☐ Cost
- ☒ Complexity

108. The team discusses the importance of delivering a minimum viable product (MVP) at the end of each iteration. What is the primary reason for taking the time to determine the MVP for each iteration?

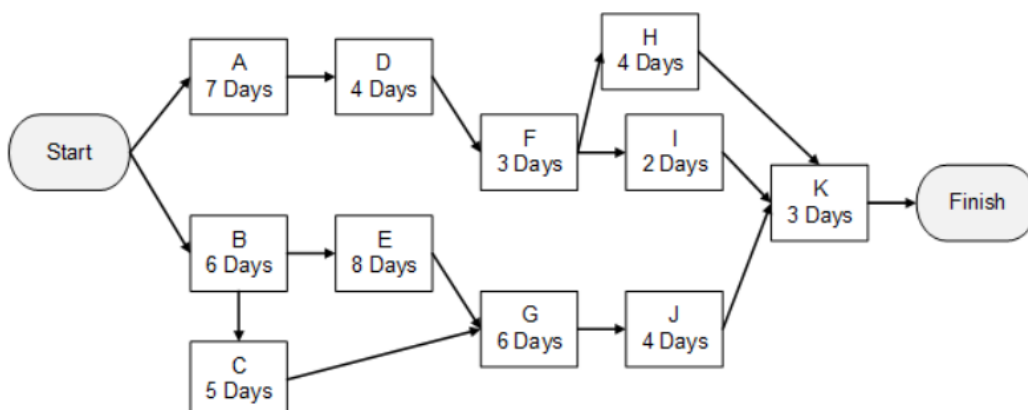
1 point

- ☐ Delivery Excellence
- ☒ Return on Investment (ROI)
- ☐ Customer Satisfaction
- ☐ Risk Reduction

109. How many total paths are in this project network diagram?

1 point

Use the illustration to respond to questions 109-111.



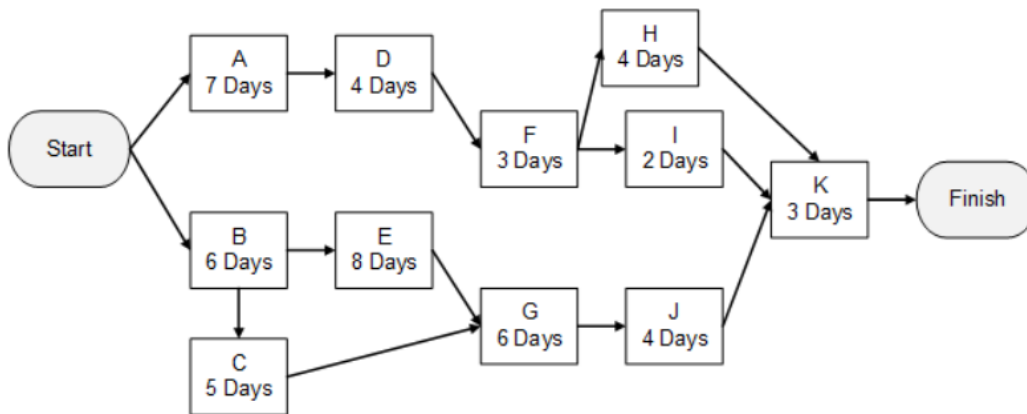
- ☐ 3
- ☐ 6

☐ 5☒ 4

110.How long is the critical path assuming durations are in days?

1 point

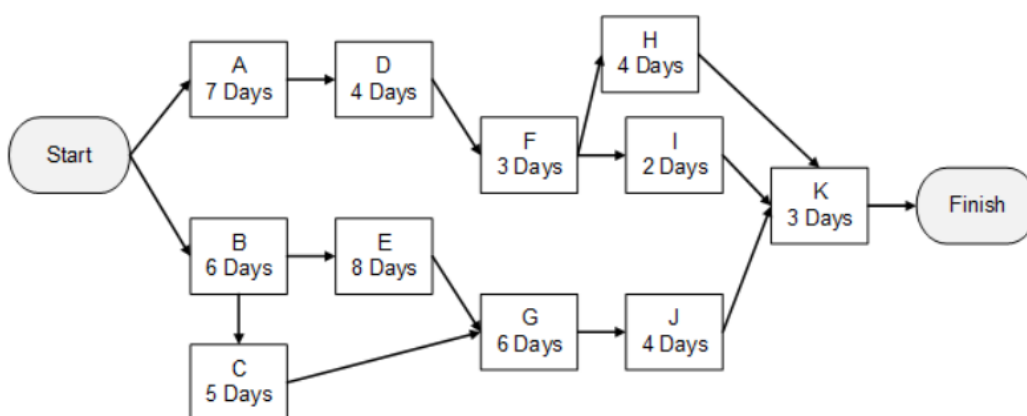
Use the illustration to respond to questions 109-111.

☐ 24☒ 27☐ 21☐ 28

111.Which activities are not on the critical path?

1 point

Use the illustration to respond to questions 109-111.



- ☐ Activities G, J, and K
- ☐ Activities F, H, and K
- ☒ Activities A, C, and I
- ☐ Activities D, J, and K

112. The project has been underway for some time. All requirements were approved. The customer reviewed an early version of the new product and stated they had some significant changes to add that would be quite costly. Which of the following is the best next step?

1 point

- ☐ Advise the customer that it is too late to make product changes at this point
- ☐ Work with the team to integrate the changes at the lowest cost possible
- ☐ Review the approved requirements and show how the requests are out of scope
- ☒ Review the original business case with the customer to determine if the changes are aligned with the need

113. A new marketing research project involves a number of key stakeholders. This project has visibility at the highest level of the company and is a top priority. Many stakeholders have a high degree of power. They do not have a high interest in being actively involved. What is the optimal engagement strategy for engaging these stakeholders?





1 point

- ☐ Keep informed
- ☐ Maintain interest
- ☒ Actively consult
- ☐ Regularly engage

114. Which value from the Code of Ethics and Professional Conduct does option “A” describe?

1 point

Use the following diagram to answer questions 114-117.





	Take ownership for decisions you make or fail to make and the consequences that result.	A
	Show a high regard for ourselves, others, and the resources entrusted to us.	B
	Make decisions and act impartially and objectively. Free yourself from self-interest.	C
	Understand the truth and act in a truthful manner both in communications and conduct.	D

- ☐ Honesty
- ☒ Responsibility
- ☐ Fairness
- ☐ Respect

115. Which value from the Code of Ethics and Professional Conduct does option “B” describe?

1 point

Use the following diagram to answer questions 114-117.

	<p>Take ownership for decisions you make or fail to make and the consequences that result.</p>	A
	<p>Show a high regard for ourselves, others, and the resources entrusted to us.</p>	B
	<p>Make decisions and act impartially and objectively. Free yourself from self-interest.</p>	C
	<p>Understand the truth and act in a truthful manner both in communications and conduct.</p>	D

☐ Honesty

☒ Respect

☐ Fairness

☐ Responsibility

116. Which value from the Code of Ethics and Professional Conduct does option “C” describe?

1 point

Use the following diagram to answer questions 114-117.



☒ Fairness

☐ Responsibility

☐ Respect

☐ Honesty



117. Which value from the Code of Ethics and Professional Conduct does option “D” describe? **1 point**

Use the following diagram to answer questions 114-117.



Take ownership for decisions you make or fail to make and the consequences that result.

A

Show a high regard for ourselves, others, and the resources entrusted to us.

B

Make decisions and act impartially and objectively. Free yourself from self-interest.

C

Understand the truth and act in a truthful manner both in communications and conduct.

D



Take ownership for decisions you make or fail to make and the consequences that result.

A



Show a high regard for ourselves, others, and the resources entrusted to us.

B



Make decisions and act impartially and objectively. Free yourself from self-interest.

C



Understand the truth and act in a truthful manner both in communications and conduct.

D

☒ Honesty

☐ Responsibility

☐ Respect

☐ Fairness

118. A business analyst created a grid that provides the ability to track requirements from their origin to the deliverables that satisfy them. This grid will be used extensively in scope planning. Which of the following describes this grid? **1 point**

- ☐ Requirements Management Plan
- ☐ Scope Statement
- ☒ Requirements Traceability Matrix
- ☐ Use Case

119. Which Agile manifesto value is valued more than *processes and tools*? **1 point**

- ☐ Responding to Change
- ☐ Customer Collaboration
- ☒ Individuals and Interactions
- ☐ Working Product

120. Which Agile manifesto value is valued more than *comprehensive documentation*? **1 point**

- ☐ Responding to Change
- ☐ Individuals and Interactions
- ☒ Working Product
- ☐ Customer Collaboration

121. Which agile manifesto value is valued more than *contract negotiation*? **1 point**

- ☐ Responding to Change
- ☐ Individuals and Interactions
- ☐ Working Product
- ☒ Customer Collaboration

122. Which Agile manifesto value is valued more than *following a plan*?

1 point

- ☒ Responding to Change
- ☐ Customer Collaboration
- ☐ Individuals and Interactions
- ☐ Working Product

123. The project team has several questions before beginning project schedule planning. This project is a hybrid that will employ both predictive and adaptive techniques. They need to understand planned iteration lengths. They are also questioning required schedule reporting formats dictated by the organization and approved schedule models they can use. What should the project manager consider developing?

1 point

- ☒ Schedule Management Plan
- ☐ Schedule data
- ☐ Schedule network diagram
- ☐ Milestone list

124. The development team discusses how best to meet the customer's functionality requirements for a high-priority user story. The team has brainstormed extensively and designed several ideas on a whiteboard drawing. How should this information be recorded?

1 point

- ☒ Take a picture with your cell phone and share it with the team
- ☐ Assign a user story to a team member to document it
- ☐ Formalize the drawing into a document and validate with the customer
- ☐ Gain sponsor approval and implement

125. The project team created a comprehensive risk register and assigned risk owners to manage each identified risk. The team categorized the risks to facilitate tracking and analysis. Which category lists those risks that could potentially result in a loss or gain for the business?

1 point

- ☐ Hybrid Risk
- ☐ Event Risk
- ☐ Insurable Risk
- ☒ Business Risk

126. Which of the following process groups is an *issue log* produced?

1 point

- ☐ Closing
- ☒ Monitoring and Controlling
- ☐ Executing
- ☐ Planning
- ☐ Initiating

127. Which of the following process groups is the *final report* produced?

1 point

- ☐ Executing
- ☐ Planning
- ☐ Initiating
- ☒ Closing
- ☐ Monitoring and Controlling

128. Which of the following process groups is the *stakeholder register* produced?

1 point

- ☐ Monitoring and Controlling
- ☐ Executing
- ☐ Planning
- ☒ Initiating
- ☐ Closing

129. Which of the following process groups is a *risk register* produced?

1 point

- ☐ Closing
- ☒ Planning
- ☐ Initiating
- ☐ Monitoring and Controlling
- ☐ Executing

130. Which of the following process groups is a *work breakdown structure dictionary* produced?

1 point

- ☐ Initiating
- ☐ Monitoring and Controlling
- ☐ Planning
- ☐ Executing
- ☒ Closing

131. The team has completed a review of two new user stories. There are differing opinions on how many story points should be assigned to each user story. The team has decided to use a method where each team member makes an anonymous prediction of the story points needed and then shares their logic after all members have shared their estimates. What is this method?

1 point

- ☐ Root cause analysis
- ☒ Planning poker
- ☐ Nominal group technique
- ☐ Delphi technique

132. A project manager is working on a construction project to provide electronic infrastructure to support a newly built high-rise office building. A project manager is collecting all of the documented procedures to satisfy the stakeholders' needs. Which of the following project management tools should the project manager use to schedule this work?

1 point

- ☐ RACI
- ☐ Stakeholder Engagement Plan
- ☐ Kanban Board
- ☒ Work Authorization System

133. In which of the following process groups is a *work performance report* produced?

1 point

- ☐ Closing
- ☐ Initiating
- ☐ Planning
- ☒ Monitoring and Controlling
- ☐ Executing

134. Which risk response is most appropriate in the following scenario?

1 point

Remove a troublesome vendor who has not provided quality deliverables.

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

135. Which risk response is most appropriate in the following scenario?

1 point

Subcontract key tasks that cannot be accomplished internally.

- ☐ Escalate
- ☒ Transfer
- ☐ Accept
- ☐ Mitigate

☐ Avoid

136. Which risk response is most appropriate in the following scenario?

1 point

Reduce the probability and impact of bad weather by scheduling inside work.

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

137. Which risk response is most appropriate in the following scenario?

1 point

Take no action to address a risk if it occurs based on its low impact rating.

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

138. Which risk response is most appropriate in the following scenario?

1 point

Gain authorization for additional contingency reserves

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

139.How should the Agile project manager address the sponsor's concerns?

1 point

Watch this conversation between a sponsor and senior executive, and then answer questions 139-140.

Sponsor: I am really unhappy. We adopted Agile and I don't think anything is getting done.

Executive: I understand. I have no idea what the status is of any of our current projects. It is frustrating.

Sponsor: I may just tell the team to begin managing projects like we used to.

Executive: I see your point. Unfortunately, our project management results were not good prior to implementing Agile. Let's talk with the project manager and get their thoughts

- ☐ Invite the sponsor to the next daily Scrum meeting
- ☐ Ask the product owner to communicate progress to the sponsor
- ☐ Change priorities to deliver more than prototypes
- ☒ Educate the sponsor about the value of an incremental approach

140.What should the Agile project manager share with the sponsor and other senior members of the organization? Choose 2 responses.

1 point

Watch this conversation between a sponsor and senior executive, and then answer questions 139-140.

Sponsor: I am really unhappy. We adopted Agile and I don't think anything is getting done.

Executive: I understand. I have no idea what the status is of any of our current projects. It is frustrating.

Sponsor: I may just tell the team to begin managing projects like we used to.

Executive: I see your point. Unfortunately, our project management results were not good prior to implementing Agile. Let's talk with the project manager and get their thoughts

- ☒ Share the product vision and goals
- ☒ Share the product backlog
- ☐ Provide formal status reports
- ☐ Include stakeholders in retrospectives

141. You are approaching the end of the iteration and have discovered a coding error that will impact the overall product functionality. What is the best way to address this issue? **1 point**

- ☒ Meet with the developer responsible and address the issue
- ☐ Discuss in the daily Scrum meeting
- ☐ Share in the weekly status report
- ☐ Replace the developer

142. The LND Inc. project to renovate the seventh floor of an office complex to house an additional server farm and IT personnel to manage it ended successfully and without problems. In all likelihood, which two aspects of the project did the team successfully plan that enabled its successful completion? (Select 2) **1 point**

- ☐ Share Work performance information (WPI)
- ☒ Transition planning
- ☒ Customer acceptance
- ☐ Negotiate a successful settlement

143. A project to add a new automated dispatching capability to support a delivery fleet ended this week. The firm's leadership was pleased with the overall results of the project. Several issues developed, resulting in temporary setbacks, but the team was resilient and responded well. This project was the first of many automation projects that the firm will undertake. What should this project team do to help future project managers? **1 point**

- ☐ Task the team to document what went well, what did not, and what can be improved.
- ☐ Interview leadership and share their feedback.
- ☒ Ask stakeholders to document what went well, what did not go well, and what can be improved
- ☐ Share final quality defect reports with the team

144. Which quadrant from the Product Portfolio Matrix applies to the following **1 point**

solution evaluation?

Products that provide the most significant benefits

Use this illustration of a Product Portfolio Matrix to answer questions 144-147.

		Relative Market Share	
		HIGH	LOW
Market Growth Rate	HIGH	A	B
	LOW	C	D

- ☒ A
- ☐ B
- ☐ C
- ☐ D

145. Which quadrant from the Product Portfolio Matrix applies to the following solution evaluation?

1 point

Products to be discontinued or retired

Use this illustration of a Product Portfolio Matrix to answer questions 144-147.

		Relative Market Share	
Market Growth Rate		HIGH	LOW
	HIGH	A	B
	LOW	C	D

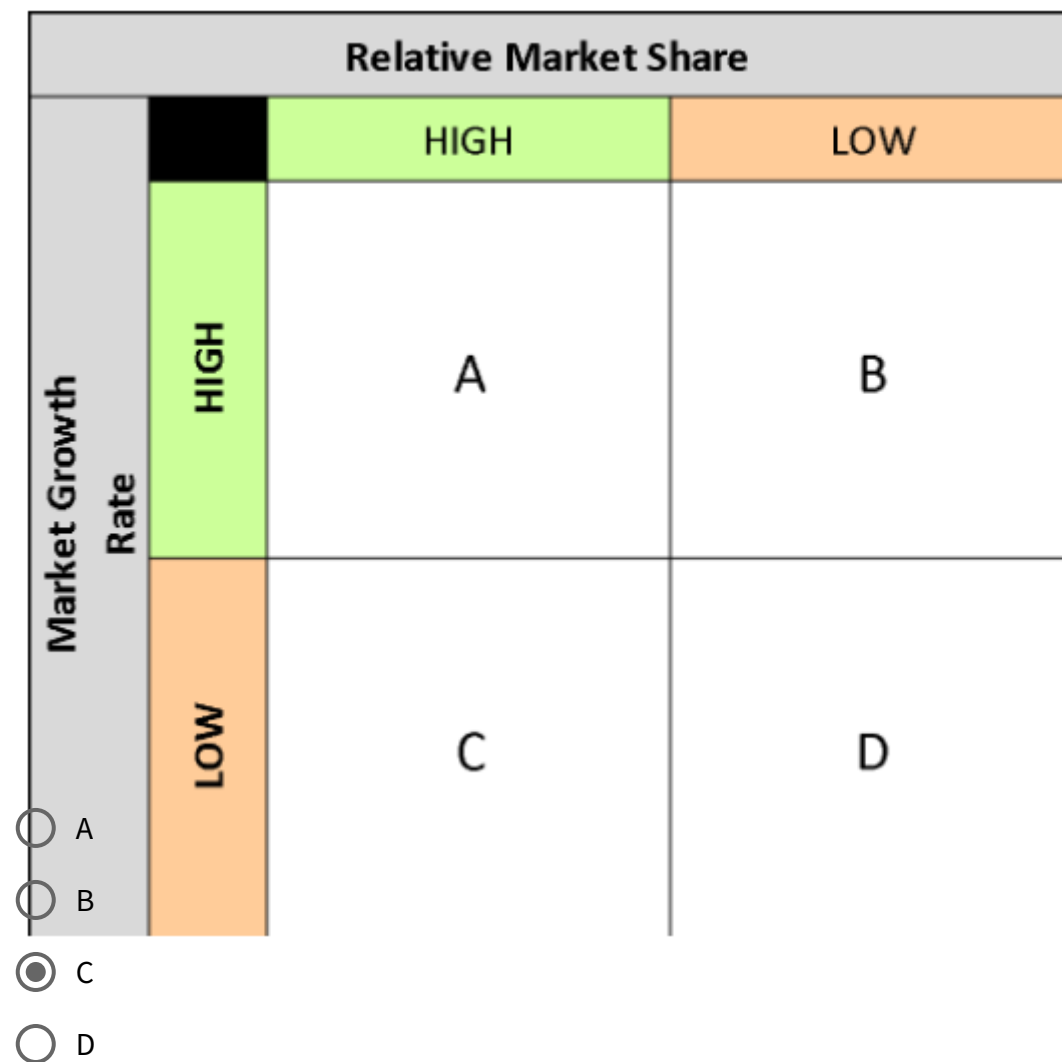
- ☐ A
☐ B
☐ C
☒ D

146. Which quadrant from the Product Portfolio Matrix applies to the following solution evaluation?

1 point

Products that provide a dependable income stream

Use this illustration of a Product Portfolio Matrix to answer questions 144-147.



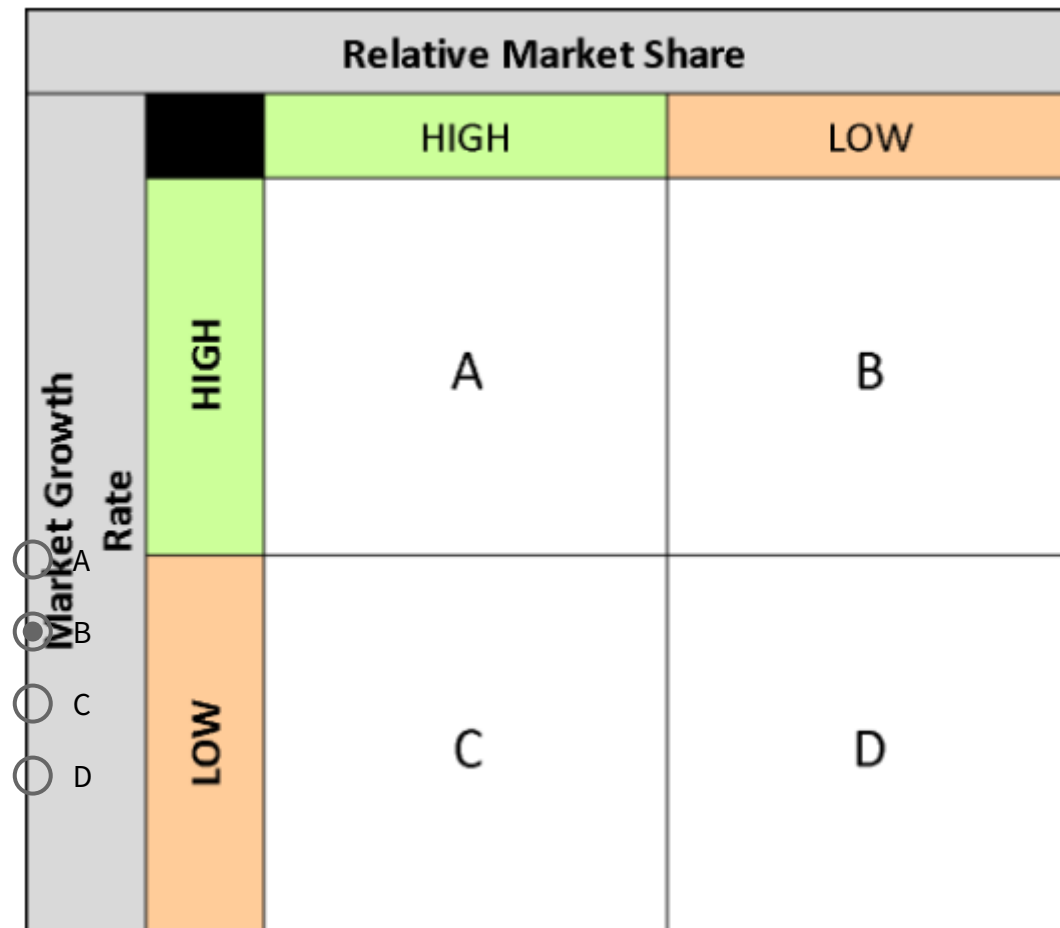
147. Which quadrant from the Product Portfolio Matrix applies to the following solution evaluation?

1 point

Products with good potential

Use this illustration of a Product Portfolio Matrix to answer questions

144-147.



148. There are two teams working to complete a new product release. Team A is working on user stories for the information technology (IT) infrastructure. Team B is developing new business applications and features. It was noted that Team A projects a velocity of 10 story points while Team B's velocity is 16 story points. A new product owner is confused and thinks that the two teams should be consistent in their velocity projections. How should you address the product owner's concerns?

1 point

- ☒ Story points vary depending on the team and the product being developed
- ☐ Team A needs to train to improve velocity.
- ☐ Standardize story point calculations
- ☐ Reward Team B

149. The team is planning the scope and has identified a major skill gap. There are no internal resources available to conduct an IT security activity, and external resources are needed. Which plan should the team develop?

1 point

- ☒ Procurement Management Plan
- ☐ Vendor Management Plan

☐ Claims Administration Plan

☐ Seller Management Plan

150. A number of stakeholders are categorized as having low influence and low impact on the project. Which of the following is the optimal engagement methodology for these stakeholders?

1 point

☐ Ignore them

☒ Monitor the relationship

☐ Understand and address concerns

☐ Maintain open communications