

KnowledgeWoods – PMP® Green Book

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Baseline Assessment

1. A series of activities to create a unique product or service by a specific date is best described as which one of the following?
 - A. A program
 - B. An operation
 - C. A project
 - D. A subproject

2. Which of the following is likely to be part of an 'operation'?
 - A. Setting up a new power plant
 - B. Designing an electrical grid for a new community
 - C. Building a new dam as a source for electricity
 - D. Informing the public about changes at the electrical company

3. You are a project manager working on a project to market a new product. The deliverables of the project have been established and the project work has begun. A contract to deliver the deliverables has been signed. The customer who has signed the contract has telephoned you to request additional work to be done on the project. This work will affect the budget but not the schedule of the project. This project has a high priority with your company. What should you do next?
 - A. Do what the customer asks you to do and add the additional requirements to the original contract
 - B. Refuse the request and send a memo to your management explaining the situation
 - C. Respond to the customer's request by explaining the change procedure and asking that he or she submit a request for change
 - D. Arrange to meet with the project team to discuss this change

4. What is closest to the definition of 'Project Scope'?
 - A. It is the design of experiments used to complete the project work
 - B. It is the combination of the cost and the schedule required to complete the project work
 - C. It is the description of the required work, and only the required work, that is necessary to complete the project
 - D. It is the description of the required work and resources needed to complete the project

5. John has received an information, that an item he is purchasing for a project will be delayed. What should he do first?
- A. Replan the project to accommodate the delay
 - B. Notify his manager
 - C. Meet the customer to inform them about the delay, and identify options
 - D. Meet with the team and find alternatives
6. What activity must the project manager and the project customers do to complete the project? (Choose the best answer)
- A. Approve the project budget
 - B. Design the project schedule
 - C. Close out the procurement documents
 - D. validate the project scope
7. You are parallel managing a sub-project element of Advertising Specialties. This project will mail each client a pen, coffee mug, and magnet-all to be designed with your company logo and mascot on it. You have worked on a similar project before, but have a new project team for this particular task. Of the following, which is the best source of information for creating the project schedule?
- A. Project team input
 - B. Historical information input
 - C. Project sponsor input
 - D. Vendor input
8. Of the following, which is a mathematical model that can be used in assembling a project Budget?
- A. Pareto formulas
 - B. Parametric Modeling
 - C. Crashing
 - D. EVM

- 9.** The company-wide policy that mandates all project quality is called what?
- A. Quality planning
 - B. Quality control
 - C. Quality policy
 - D. ISO 9000
- 10.** Which of the following can help the project manager to accelerate the project towards completion?
- A. Project schedules
 - B. EVM
 - C. Lectures and motivational speeches
 - D. Approved incentives
- 11.** Sam is the project manager for a large, complex project. There are many permits, regulatory filings, and accounting procedures for this project. In addition, there are technical guidelines and procedures that must be followed, verified, and approved. For a project of this nature, which of the following is most important?
- A. Internal politics
 - B. Collocated teams
 - C. Subprojects for minor details
 - D. An information retrieval system
- 12.** Of the following, which is not an example of risk?
- A. Interrupting a business process with project implementation
 - B. Losing customers due to a project implementation
 - C. Adding team members during the project implementation
 - D. Updating the project plan during the implementation
- 13.** Of the following, what does the project manager typically do the most of?
- A. Communications
 - B. Budget management
 - C. Project organization
 - D. Managing team negotiations

- 14.** A program can best be described in which of the following ways?
- A. A very large, complex project
 - B. A collection of sub-projects with a common goal
 - C. A collection of projects structured to provide efficiency gains
 - D. A collection of subprojects with a common customer
- 15.** You have an excellent idea for a new project that can increase productivity by 20 percent in Your organization. Management, however, declines Approve the proposed project to because too many resources are already devoted to other Projects. You have just experienced what?
- A. Parametric modeling
 - B. Program management
 - C. Project Portfolio Management
 - D. Management reserve
- 16.** If you are writing a proposal for additional funding, which communication style should you choose?
- A. Formal and Horizontal
 - B. Formal & Vertical
 - C. Informal and Vertical
 - D. Informal & Horizontal
- 17.** A project manager is employed by a construction company and is responsible for the furnishing of the completed building. The project is created and project manager is assigned to newly won project. One of the first things that the project manager for this project should do is:
- A. Create the Work Breakdown Structure
 - B. Identify Stakeholders
 - C. Develop Project charter
 - D. Develop Project Management Plan
- 18.** The project life cycle is comprised of which of the following?
- A. Phases
 - B. Milestones
 - C. Estimates
 - D. Activities

- 19.** What is the difference between a standard and a regulation?
- A. Standards are mandatory; regulations are not
 - B. Standards are optional; regulations are not
 - C. Regulations and standards are essentially the same
 - D. Regulations are mandatory; standards may be seen as Guidelines
- 20.** Which of the following best describes a project deliverable?
- A. The resources used by the project to complete the necessary work
 - B. The resources exported from the project as a result of the project work
 - C. The end result of a project planning session
 - D. The tangible good or service created by the project team
- 21.** The compilation of all the phases within a project equates to
- A. Project life cycle
 - B. Product life cycle
 - C. Project completion
 - D. Project processes
- 22.** Henry, the project manager of the ABC Project, has allowed a Subsequent project phase to begin before the predecessor phase is complete. This is an example of which of the following?
- A. Crashing
 - B. Fast tracking
 - C. Risk management
 - D. Critical chain
- 23.** Tracy is the project manager of the KHG Project. Her organization is a classic functional environment. Her level of authority as a project manager can be best described as which of the following?
- A. Low
 - B. Moderate
 - C. Balanced
 - D. High

- 24.** Where can a project manager expect to receive templates?
- A. Commercial databases
 - B. The project management office
 - C. The project sponsor
 - D. Project management information system
- 25.** From a process perspective, there are five project management processes that allow projects to move from start to completion. Which one of the following is not one of the project management process groups?
- A. Initiating
 - B. Planning
 - C. Communicating
 - D. Closing

Baseline Test - Answers

1	C
2	D
3	C
4	C
5	D
6	D
7	B
8	B
9	C
10	A
11	D
12	D
13	A
14	C
15	C
16	B
17	B
18	A
19	D
20	D
21	A
22	B
23	A
24	B
25	C

Exercise No 1 (Creating a High Performing Team)

1. The project manager shifts to an agile approach for a project with an aggressive go-to-market timeline. The project manager needs to revise the stakeholder plan so that it follows agile principles.

What should the project manager do to meet this need?

- A. Design a digital communication system that allows for virtual submission, logging, reviewing, and escalation of issues.
- B. Remove unnecessary layers of management to promote direct communication between the project team and stakeholders.
- C. Modify templates to include product backlog progression and the burndown rate and require standup attendance.
- D. Increase the number of formal training workshops to cover all relevant issues for all stakeholders, including the project sponsor and client.

2. A team decides that an agile approach fits the needs of the next phase in their project. Unfortunately, there are team members who have not had the appropriate agile training.

How should the project manager respond to the lack of agile training?

- A. Include agile training for these team members in a change request.
- B. Ensure the project's contingency reserve can cover agile training for all team members.
- C. Create virtual training sessions for key team members, covering the main agile topics.
- D. Identify and implement the most cost-effective agile training for the team members.

3. A project manager believes that a delay in developing a prototype was due to a lack of knowledge in a specific skill that was needed by the cross-functional team.

How could the project manager prevent this situation on future projects?

- A. Offer more skill-specific training throughout the project.
- B. Identify required strengths, and organize the team based on those strengths.
- C. Meet with the project sponsor and team members to assign training for specific skills.
- D. Empower team members to problem solve in situations where skills may be lacking.

4. A project manager's team has been efficiently delivering expected results in an environment where budget and scope are fixed. Now, there is an increased demand for new skills due to changes in the market.

What can the project manager do to meet this new demand?

- A. Meet the new demand by adding new resources with the required skills.
- B. Hire a third-party vendor who can provide resources with the needed skills.
- C. Change the distribution of partially dedicated resources with the needed skills.
- D. Meet the new demand by upgrading the existing team members' skills.

5. A project manager has multiple projects. One project has new team members and is in its early stages. Unfortunately, the project manager will be very busy executing other projects over the next few weeks.

How can the project manager develop the new project team over the next few weeks?

- A. Help the team create a social contract that will encourage team cohesion.
- B. Suggest that the team engage in multiple team-building events to normalize the team.
- C. Keep the team informed by sending short daily project status updates.
- D. Engage in face-to-face personal conversations with each team member to build relationships.

6. A key stakeholder voices a concern during the planning stage about whether the available resources are sufficient to meet the objectives of the project. The project manager believes that the stakeholder is right.

How should the project manager handle this stakeholder's concern?

- A. Review the bounds of the negotiations for agreement.
- B. Determine the project's ultimate objectives after carefully evaluating project priorities.
- C. Engage in agreement negotiations for better resources.
- D. Ensure that the impact of the unavailability of required resources is fully documented.

7. A customer requests a change in the technical approach for a product currently in development. The project manager learns about this request during a reoccurring project review.

What should the project manager do in response to the customer's request?

- A. Work with team members to immediately implement the new approach.
- B. Have the team decide on the appropriate approach, giving them authority to implement their decision and validating their decision in talks with stakeholders.
- C. Discuss the pros and cons of the proposed approach with stakeholders, then select the approach that is best for the team and notify team members.
- D. In order to obtain sponsor buy-in, have the team to benchmark the approach.

8. A company is struggling to define the scope of a new project that has multiple phases with a high level of dependency between the phases.

How should the project manager approach this challenge?

- A. Contract with a third-party company that specializes in helping businesses define scope of work on large projects.
- B. Work with project stakeholders to recommend an iterative approach that will then help to define the project's scope.
- C. Construct a project management plan that provides extra time within the schedule, then seek to revise the scope of work.
- D. Suspend final delivery dates for the project in order to have time to revise the schedule once there is clarity on the scope of work

9. Some agile approaches have recently been added to an infrastructure company's predictive processes. The team is not completing the planned story points, and the change control board (CCB) is becoming passive. The project manager is concerned and wants to improve productivity.

What should the project manager do?

- A. Provide team training, so the team can do a better job of estimating story points.
- B. Speed up the project by reducing the backlog.
- C. Gain the needed time for story point completion by adding more iterations to the project.
- D. Use burndown charts to evaluate team performance.

- 10.** An agile approach meets the needs of the next phase in a team's project. As the team discusses the phase it becomes clear that some team members have not received appropriate training in the agile model.

How should the project manager respond to this issue?

- A. File a change request that includes the agile training that members lack.
- B. Use available funds in the contingency reserve to guarantee training all team members.
- C. Train key team members on main agile topics by hosting virtual training sessions.
- D. Identify the most cost-effective agile training for the team members.

- 11.** A project manager receives complaints from a project sponsor because of a delay in developing a prototype. The project manager responds that the delay was due to a lack of knowledge in a specific skill that was needed by the cross-functional project team.

How could the project manager avoid this type of situation in the future?

- A. Create training sessions at the start of the project, so all necessary skills are learned.
- B. List required skills for the project, and organize the project team based on those skills.
- C. Consult with the project sponsor to add training once the lack of a specific skill becomes apparent.
- D. Empower team members to problem solve where skills may be lacking, using the skills they do have.

- 12.** A project manager needs to successfully lead a project that has diverse, globally dispersed team members.

What should the project manager do to develop cultural sensitivity?

- A. Be aware of local customs, remain flexible when working with team members, and recognize that culture is learned.
- B. Seek help from the human resource department to obtain formal training in this area.
- C. Travel to each team member's geographic location to gain awareness of their culture and meet face-to-face.
- D. Explore each team member's culture in-depth for several weeks to be sensitive to their needs.

- 13.** A project manager needs stakeholder involvement in order to identify strategic and operational assumptions and constraints. Unfortunately, the project manager is finding it hard to obtain consistent input due to lack of participation.

How can the project manager boost stakeholder input?

- A. Make use of political awareness techniques.
- B. Review risk management tools and techniques.
- C. Engage in effective meeting management techniques.
- D. Use effective facilitation techniques.

14. A technology development project has the following characteristics:

- It requires a highly skilled resource that is unavailable locally.
- The project manager has identified a resource who can work on site, but the resource lives in a different country and requires a work visa.
- The work visa process is taking more time than anticipated.

What should the project manager do?

- A. Assign the existing team overtime work.
- B. Have the project's scope reduced.
- C. Delay the project by an equivalent duration.
- D. Request that the resource work remotely.

15. A project has the following characteristics:

- A functional manager is also a project stakeholder.
- The functional manager has time constraints and delegates project responsibilities to someone else on the functional team.
- The new stakeholder is not attending meetings.

The project manager needs to engage this new stakeholder.

What should the project manager do?

- A. Examine the project charter with the new stakeholder and assess their level of engagement.
- B. Present the project schedule and the specific, assigned tasks to the new stakeholder.
- C. Request that the functional manager briefs this new stakeholder and ask that they send them to all relevant meetings.
- D. Ask the new stakeholder to pair with a more experienced stakeholder to learn responsibilities.

- 16.** A project manager is working with three key stakeholders. Each stakeholder has a different vision regarding the project and its goal. They each feel strongly about their opinion.

The project manager needs to obtain approval of the project charter.

What should the project manager do?

- A.** Conduct a stakeholder analysis.
- B.** Use negotiation to ensure the three stakeholders are in agreement.
- C.** Request that the project sponsor resolve the conflict.
- D.** Use the project kick-off meeting to settle the project goals.

- 17.** A project manager works for a company that is preparing to develop a new product. The new product will require currently unavailable skills.

To initiate this project, what should the project manager do?

- A.** Develop detailed project requirements
- B.** Focus on quality control
- C.** Focus on the assessment of high-level risks
- D.** Develop a competitor analysis

- 18.** A project manager is creating an agenda and presentation materials for a kick-off meeting that will involve stakeholders across multiple geographic regions who will be working on a global project. How can the project manager work to ensure that the stakeholders are engaged?

- A.** Create slides for the kick-off meeting to address stakeholder involvement.
- B.** Survey stakeholders' preferred meeting dates and times to accommodate the teams in different time zones.
- C.** Verify that all required participants or their delegates will be available to attend.
- D.** Review the kick-off session agenda and materials for overall clarity and concision.

19. A project needs a specialized resource. A resource that fits the needs of the project is identified, and can work onsite, but lives in another country. The visa process was expected to take weeks but is now taking months.

What should the project manager do?

- A. Ask the existing team to work overtime.
- B. Place a limit on the project's scope.
- C. Put the project on hold by an equivalent duration.
- D. Request that the resource work virtually.

20. A project manager with limited experience managing globally-distributed team members receives a project that has team members from five countries, spanning three continents.

To successfully manage this project, the project manager needs to develop cultural sensitivity.

What should the project manager do?

- A. Be flexible when working with team members, recognize that culture is learned, and be aware of local customs.
- B. Seek guidance from the human resource department, and request to be certified in this topic.
- C. Request for another project manager to lead the project and follow behind this person to gain necessary skills.
- D. Gather requisite learning material to better understand every detail of each team member's culture to be sensitive to their needs.

21. A project manager has the following situation:

- A very long project management plan is drafted.
- Stakeholders on the project are spread across three continents.
- The project manager needs the stakeholders to approve the plan in as short of time as possible.

What is an appropriate course of action for the project manager to take?

Option A

1. Arrange a meeting with all stakeholders.
2. Have the stakeholders review the plan before the meeting.

Option B

1. Send the plan to each stakeholder individually.
2. Ask them to add their comments and return it for updating.

Option C

1. Divide the plan into sections.
2. Based on their areas of expertise, ask select stakeholders to review particular portions.

Option D

1. Schedule individual meetings.
 2. Invite only the key stakeholders and walk them through the plan.
-
- 22.** Successful project leaders nurture team members' skills and knowledge, and keep members motivated throughout the project.
- Which action helps to promote successful project leadership?
- A. Be assertive, and stand up for the team's needs, concerns, and beliefs.
 - B. Promote team challenges by delegating project tasks.
 - C. Schedule daily sessions where team members can voice concerns and receive a response.
 - D. Create a team reward for each successfully completed task.
-
- 23.** You are working as a manager in a computer hardware manufacturing firm. You are currently checking the team performance. Which of the following is NOT an objective of developing a project team?
- A. Improve the communication skills of the team for effective communication between team members
 - B. Improve the feeling of trust and agreement among team members in order to raise morale, lower conflict and increase team work
 - C. Create a dynamic and cohesive team culture to improve both individual and team productivity
 - D. Improve knowledge and skills of team members and to stop them from sharing knowledge and expertise
-
- 24.** As for any project, the project manager's responsibilities, consist of the four basic functions of _____
- A. Thinking, planning, controlling, and monitoring
 - B. Planning, doing, briefing, and reviewing
 - C. Planning, controlling, tracking, and acting
 - D. Planning, organizing, leading, and controlling
-
- 25.** Russell is working as a Project Manager in KWSOFT.com. He is concerned about improving team competencies, team member interaction, and overall team environment to enhance project performance. Which of the following would be LEAST helpful?
- A. Issue Log
 - B. Project Staff Assignment
 - C. Human Resource Management Plan
 - D. Resource Calendars

Answers

1. B

Explanation: To facilitate timely, productive discussion and decision making, adaptive teams engage with stakeholders directly rather than going through layers of management. Often the client, user, and developer exchange information in a dynamic co-creative process that leads to more stakeholder involvement and higher satisfaction. In order to accelerate the sharing of information within and across the organization, agile methods promote aggressive transparency.

PMBOK Guide Sixth Edition (2018), 13. Project Stakeholder Management, p506
| The Agile Practice Guide, Annex A1 PMBOK Guide Mapping, p95

2. D

Explanation: If project team members training results in added skills that could be useful for future phases or future projects, schedule training lessons and related costs could be evaluated to be included in resource management plan and cost management plan.

PMBOK Guide Sixth Edition (2018) 9. Project resource Management / 9.4.2.6 Training, p342
| The Agile Practice Guide (2017), 4. Implementing Agile: Creating An Agile Environment / 4.2.1 Servant Leader Responsibilities, 37

3. B

Explanation: Develop the human resource management plan by defining the roles and responsibilities of the project team members in order to create a project organizational structure and provide guidance regarding how resources will be assigned and managed.

PMBOK Guide Sixth Edition (2018), 9. Project Resource Management, 309
| The Agile Practice Guide (2017), 4 Implementing Agile: Creating an Agile Environment / 4.3.3 Generalizing Specialists, p42

4. D

Explanation: Develop Team: Identifying and assessing skills is the key responsibility of a Project Manager and accordingly upgrading the team's skill and competencies to meet the project demand.

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PMBOK Guide Sixth Edition (2018), 9. Project Resource Management / 9.4 Develop Team, pp 336-338
| The Agile Practice Guide (2017), 4 Implementing Agile: Creating an Agile Environment / 4.2.1.4 Consider These
Servant Leader Responsibilities, pp 36-37

5. A

Explanation: A) Yes - This will allow the team to normalize themselves and be self-servicing when you are unavailable.
B) No - This may be productive, but it is a one-time activity and does not encourage self-servicing when you are unavailable.
C) No - This does not encourage the team to get to know each other and become self-servicing.
D) No - While this may result in deeper relationships, there is not enough time for this and it does not encourage the team to get to know each other.

PMBOKA® Guide Sixth Edition (2018), Part 2 The Standard for Project Management / 1.5 The Project Lifecycle, pp 547-548

6. C

Explanation: Acquire and manage project resources by following the human resource and procurement management plans in order to meet project requirements.

PMBOK Guide Sixth Edition (2018), 9. Project Resource Management / 9.3 Acquire Resources, p330

7. B

Explanation: As a technical issue the project management should address the team to assess and select the best options to solve, empower then and improving engagement.

The Agile Practice Guide (2017), 2 An Introduction To Agile / Figure 2-2 The Twelve Principles Behind the Agile Manifesto, p9

| The Agile Practice Guide (2017), 4 Implementing Agile: Creating An Agile Environment / 4.2 Servant Leadership Empowers The Team, p33

8. B

Explanation: Although most of the distractors are not bad ideas for the project manager, the key is the first correct action the they must perform. Introducing adaptive steps in a heavily predictive environment is never easy and also, the stakeholders will be the ones heavily involved in the 3 weeks interaction phase.

PMBOK Guide Sixth Edition (2018), 13. Project Stakeholder Management / 13.3 Manage Stakeholder Engagement, p524

| The Agile Practice Guide (2017), 5. Implementing Agile: Delivering In An Agile Environment / 5.2.6 Planning for

9. A

Explanation: Training should add more skills and abilities for the team, as a long-term solution

PMBOK Guide Sixth Edition (2018), 9. Project Resource Management / 9.4.3.1 Team Performance Assessments, p343

10. D

Explanation: If project team members training results in added skills that could be useful for future phases or future projects, schedule training lessons and related costs could be evaluated to be included in resource management plan and cost management plan.

PMBOK Guide Sixth Edition (2018), 9. Project Resource Management / 9.4.2.6 Training, p342
| The Agile Practice Guide (2017), 3 Life Cycle Selection / 3.3 Project Factors That Influence Tailoring p32

11. B

Explanation: Develop the human resource management plan by defining the roles and responsibilities of the project team members in order to create a project organizational structure and provide guidance regarding how resources will be assigned and managed.

PMBOK Guide Sixth Edition (2018), 9. Project Resource Management / 9.3.3 Develop Team: Outputs, p343
| The Agile Practice Guide (2017), 4 Implementing Agile: Creating An Agile Environment / 4.3.3 Generalizing Specialists, p42

12. A

Explanation: The project manager needs to be proactive and learn what he can while also maintaining flexibility.

Project Manager's Portable Handbook, 3rd Ed (2010), Section 9. Project Communications / 9.2.4 Role of Informal Communications

13. D

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Explanation: 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.

PMBOK Guide Sixth Edition (2018), 4. Project Integration Management / 4.1.2.3 Interpersonal and Team Skills, p80

14. D

Explanation: The use of virtual teams creates new possibilities when acquiring project team members. Virtual teams can be defined as groups of people with a shared goal who fulfill their roles with little or no time spent meeting face to face. The availability of communication technology such as email, audio conferencing, social media, web-based meetings, and video conferencing has made virtual teams feasible.

PMBOK Guide Sixth Edition (2018), 9. Project Resource Management / 9.3 Acquire Resources, pp328-330

15. A

Explanation: The first version of the stakeholder engagement plan is developed after the initial stakeholder community has been identified by the Identify Stakeholder process. The stakeholder engagement plan is updated regularly to reflect changes to the stakeholder community.

PMBOK Guide Sixth Edition (2018) PMI/PMI/13.2.3.1/522

16. B

Explanation: Projects experiencing a high degree of change require active engagement and participation with project stakeholders. To facilitate timely, productive discussion and decision making, adaptive teams engage with stakeholders directly rather than going through layers of management.

PMBOK Guide Sixth Edition (2018) PMI/PMI/12.2.2.5/488

17. C

Explanation: If you plan to deliver a product and do not possess the skills required, this is a risk.

PMBOK Guide Sixth Edition (2018) PMI/PMI/11.1.1.4/441

18. C

Explanation: None of the other options are viable without ensuring that all stakeholders are attending the project

kick off meeting

PMBOK Guide Sixth Edition (2018) PMI/PMI/13.3/503

19. D

Explanation: The globalization of projects has promoted the need for virtual teams that work on the same project, but are not collocated.

PMBOK Guide Sixth Edition (2018) //9/311

20. A

Explanation: The project management team should capitalize on cultural differences, focus on developing and sustaining the project team throughout the project life cycle, and promote working together interdependently in a climate of mutual trust.

PMBOK Guide Sixth Edition (2018) PMI/PMI/9.4/338

21. A

Explanation: This option will require the least follow up discussions.

PMBOK Guide Sixth Edition (2018) PMI/PMI/3.4.4/60-63/

22. A

Explanation: The primary goal of a project manager in relation to the project team is to ensure that the team has the time and resources to do their job and to remove any barriers they may encounter. By standing up for the team's beliefs the project manager is demonstrating their support for the team.

PMBOK Guide Sixth Edition (2018) PMI/PMI/3.4.4/60

23. D

Explanation: Key words is "NOT". Objective of team development is encourage team members to share knowledge &/or expertise

24. D

Explanation: All project responsibilities including planning, organizing, leading, and controlling are project manager competencies required for successful delivery of projects

25. A

Explanation: Issue log is not a tool/technique used to improve team competencies. It is used to track & monitor issues only

Exercise No 2 (Starting the Project)

1. A project manager needs to ensure that all data security requirements are covered during a data warehouse development project's execution phase. Each of the databases created during different project phases will have a specific data security policy to comply with governmental data security laws.

How should the project manager plan to meet these requirements?

- A. Plan a database development specification, then regularly check to ensure the developer aligns with the specification.
- B. Arrange for review of the data security status on a quarterly basis, and recommend remedial steps if noncompliance is found.
- C. Tell the database developer to submit documentation of data security items and the steps they take to correct items that do not meet specifications.
- D. Add a quality assurance specialist resource to the project team, who will be responsible for monitoring the data security quality of the project.

2. A project team learns that there is a new compliance requirement from an international entity that may impact the baseline business case for the project. They learn this right after project charter is completed and the project sponsor has signed.

How should the project manager proceed?

- A. Research the requirement and possible consequences, then give the sponsor a recommendation.
- B. Address the requirement through the creation of a quality management plan.
- C. Decline to address the issue, as the new requirement is not part of the project's documented scope.
- D. Ensure that the requirement is documented in the risk register, then ask for further guidance from all stakeholders.

3. A project manager has been asked to conduct a risk analysis that is based on a high-level scope. As part of the analysis, the project manager must use expert judgment to prepare a document.

Which document-based action is being performed?

- A. Creating the project charter
- B. Preparing the scope statement document
- C. Creating a project management plan
- D. Documenting the risk management plan

4. A project manager receives the following for a new project:

- assumptions
- restrictions
- preliminary scope

After receiving this information, what should the project manager do first?

- A. Review and understand the business case and project goals.
- B. Put together the project team and assign project tasks.
- C. Build the project schedule and determine the critical path.
- D. Ensure project charter approval is obtained from the sponsor.

5. A project manager joins a project that has the following features:

- Globally distributed team
- Budget that is fixed
- Very tight deadlines

During planning, what should the project manager do to avoid any scope creep and keep the team focused on delivering a product that meets requirements?

- A. Put any changes to scope through the formal approval process.
- B. Hold daily stand-ups with all development teams.
- C. Ask that all development team leads prepare detailed requirements.
- D. Disallow stakeholders from directly interacting with the development team leads.

6. After a project ends, the project manager and project team members are still being asked to do the following:

- Evaluate new requirements
- Make minor modifications
- Solve technical issues

The project manager wants to ensure the product or service developed by the project now has operational support.

What should the project manager do?

- A. Complete the handover of the project.
- B. Review the acceptance criteria and get acceptance.
- C. Formally disband the project team and find a new project.
- D. Continue to fulfill the requests as the product is still being developed.

7. A week prior to the project kick-off call, a project manager meets with a key project resource to gain a deeper understanding of how complex the project deliverables are.

The resource expresses concern and worry regarding the deliverables.

What should the project manager do to ensure that the deliverables are realistic?

- A. Perform a feasibility study, and then assess the results.
- B. Discuss the resource's concerns with the sponsor, and modify the project charter.
- C. Note the concerns in the issue log to review at a later date.
- D. Identify threats and preventive actions by conducting a risk assessment.

8. A project manager is working on a data center migration project and is developing the schedule management plan.

Per the project sponsor's request, the schedule must plan for all tasks as soon as possible. Additionally, the project manager is presented with possible network paths that will not violate schedule constraints.

The project manager needs to select the appropriate leads and lags relationship for this situation.

Which type should the project manager choose?

- A. Early start is smaller than the late start in all activities.
- B. Early start equals the late start in some activities
- C. Early start equals the late start in all activities.
- D. Early start is smaller than the late start in some activities.x`

9. Several team members have been transferred to another project, so the project manager needs additional resource support from a new supplier. The project manager is concerned about the cost risk of using a new supplier at this stage of the project.

Now, the project manager needs to work with the procurement team to establish specifications and type of contract to be used.

What should be done?

- A. Recommend a fixed price incentive fee (FPIF) contract.
- B. Recommend a time and material (TM) contract.
- C. Recommend a cost plus incentive fee (CPIF) contract.
- D. Recommend a firm fixed price (FFP) contract.

- 10.** The project is overseen by a senior project manager. A new project manager joins the project, and the sponsor asks the new project manager to develop the quality management plan.

How should the new project manager proceed?

- A.** Meet with the senior project manager to identify established plans and processes. Then, ask for assistance in selecting the appropriate standards.
- B.** Schedule a meeting with the customer to collect requirements and obtain benchmarking samples.
- C.** Obtain the necessary benchmarking samples and cost-benefit analyses from the sponsor.
- D.** Postpone the development of the quality management plan until quality metrics and quality checklists are created.

- 11.** Project team members are spending a lot of time helping maintenance and operations staff with a recently commissioned project component.

The project manager needs to validate that the component was signed off and ownership transferred.

Which three documents should the project manager use for this decision?

- A.** Final report, organizational process assets updates, and procurement agreements
- B.** Procurement agreements, project document updates, and organizational process assets updates
- C.** Procurement agreements, stakeholder engagement plan, and organizational process assets updates
- D.** Final report, project document updates, and organizational process assets updates

- 12.** 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 40 days. The second group identifies some risks that could make the duration up to 60 days. The third group proposes a new development method that can shorten the time to 20 days.

What is the estimated development duration for the new product?

- A.** 20
- B.** 40
- C.** 60
- D.** 30

13. A new product development project has the following characteristics:

- There are three main tasks.
- Task A must be delivered 4 weeks before task C starts.
- Once task B is finished; task C will start.

What is the relationship between tasks A and B?

- A.** Finish-to-start (FS)
- B.** Finish-to-finish (FF)
- C.** Start-to-start (SS)
- D.** Start-to-finish (SF)

14. A project manager realizes that sponsor expectations are NOT being met, specifically regarding project deliverables.

To address this issue, which action should the project manager take?

- A.** Create a risk register.
- B.** Develop a stakeholder engagement plan.
- C.** Develop a communications management plan.
- D.** Create a work breakdown structure (WBS).

15. A project manager has completed the following steps:

- Finished a major IT deployment project.
- Confirmed with the release manager that all systems are working.
- Confirmed that functionality has been verified by the quality assurance team.
- Informed the customer.

What is the next step the project manager should take?

- A.** Add the lessons learned to the organization knowledge base.
- B.** Update the risk register, stakeholders, and team members.
- C.** Ensure that the procurement plan is closed out.
- D.** Review, verify, and complete the release documentation.

- 16.** After realizing that there are insufficient resources on a project that has an increasingly high workload, management outsources some major tasks to keep the project on schedule.

What should the project manager do in this scenario?

- A.** Review the communications management plan
- B.** Revise the procurement management plan
- C.** Escalate to the project sponsor
- D.** Prepare an organizational chart

- 17.** A project has the following need:

900 resource hours must be outsourced.

Because of internal policies, all providers must comprehend the requirements.

Which action should the project manager take to ensure this?

- A.** Hold direct negotiations with each provider.
- B.** Conduct a bidder conference with the providers.
- C.** Ensure the procurement management plan is sent to each provider.
- D.** Have each of the providers added to the stakeholder register.

- 18.** A project manager is doing the following:

-conducting a risk analysis based on a high-level scope, and
-using expert judgement to prepare a document.

What is the project manager doing, based on the description of the activity?

- A.** Creating a project charter
- B.** Preparing a project scope statement
- C.** Creating the project management plan
- D.** Preparing a risk management plan

- 19.** A medium-sized company is expanding into a new market. However, the company does not have previous experience in that market.

A project manager needs to collect requirements.

Which tool or technique should the project manager use?

- A.** Prototypes
- B.** Expert judgment
- C.** Product analysis
- D.** Create requirements traceability matrix

- 20.** Review the following steps.

1. A project has been successfully delivered.
2. The project manager is executing formal closure.
3. _____.

What is Step 3?

- A.** The project manager should update the bid documents.
- B.** The project manager should obtain stakeholder acceptance.
- C.** The project manager should reassign the project team.
- D.** The project manager should reallocate the unused funds.

- 21.** Review the following project characteristics:

- The project is in its initiation phase.
- Due to lack of funding, the project gets terminated.
- The project manager must close the project.

What is the first action the project manager should take?

- A.** Rely on the communications management plan to properly inform all stakeholders.
- B.** Examine the organization's project closure guidelines.
- C.** Determine the potential impact of terminating the project by performing a risk analysis.
- D.** Close all project procurement processes.

22. A project manager is attending a periodic review with stakeholders.

The project sponsor asks the project manager how deliverables will be verified for accuracy and accepted.

In which project document is this information found?

- A. Scope management plan
- B. Requirements management plan
- C. Quality management plan
- D. Work performance reports

23. A project manager begins to prepare the project management plan after receiving the project charter.

There is currently no historical information in the project management office (PMO).

What is the next step the project manager should take in this scenario?

- A. Utilize analogous estimating.
- B. Seek advice from experts in the field.
- C. Organize an initial kick-off call.
- D. Request that the project sponsor provides input.

24. A marketing team is developing a new website and has agreed upon a target audience.

Now the marketing team needs to identify the target audience's style preferences.

What is an appropriate tool or technique to use for this situation?

- A. Focus groups
- B. Brainstorming
- C. Product analysis
- D. Benchmarking

25. A client brings a project manager into a project during the project's execution stage.

The project manager reviews the project scope for cost estimating purposes and notices that some deliverables were missed in the work breakdown structure (WBS).

Which step should the manager take next?

- A.** Verify with the stakeholders to see if these missed deliverables should be added.
- B.** Ask that the project management office (PMO) approve additional funds for this work.
- C.** Include the work in the WBS, per the 100% rule, and recalculate the total project cost.
- D.** Determine whether these deliverables are necessary by verifying with experts in the field.

Answers

1. B

Explanation: The project review is the best opportunity to formally review compliance. These reviews should be scheduled quarterly or at significant milestones

PMBOK Guide Sixth Edition (2018), 8. Project Quality Management / Tailoring Considerations, p276

| PMBOK Guide Sixth Edition (2018), 8. Project Quality Management / 8.3.1.6 Enterprise Environmental Factors, p301

2. A

Explanation: The context of this scenario demands the Project Manager to influence the organization (sponsor) and recommend next steps after reviewing and understanding compliance requirements and consequences.

PMBOK Guide Sixth Edition (2018), 4. Project Integration Management / 4.1.1.3 Enterprise Environmental Factors p78

3. A

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

PMBOK Guide Sixth Edition (2018), 4. Project Integration Management 4.2.1 Develop Project Charter, p79

4. A

Explanation: The business case and project goals need to be understood first before a charter can be written. Building a team and a schedule come later in the process.

PMBOK Guide Sixth Edition (2018), 1. Introduction / 1.2.6.1 Project Business Case, p30-32

5. A

Explanation: Scope creep can be avoided by adherence to the agreed upon change management process.

Project Manager's Portable Handbook, 3rd Ed (2010), 6 Project / 6.4.2 Getting Started

6. A

Explanation: Project closure and hand-off will ensure knowledge transfer to production and/or operations.

PMBOK Guide Sixth Edition (2018), 4. Project Integration Management / 4.7 Close Project or Phase, pp121-123

7. A

Explanation: To ensure that the deliverable are realistic, the project manager needs to conduct a feasibility study and then evaluate the results. none of the other choices will ensure this.

PMBOK Guide Sixth Edition (2018), 1. Introduction / 1.2.6 Project Management Business Documents, p29

8. C

Explanation: If the ES = LS on all tasks, they will be scheduled with no float or slack and will require all tasks to begin ASAP.

9. A

Explanation: A Fixed Price Incentive Fee Contract (FPIF) is a type of contract where the buyer pays the seller a set amount (as defined by the contract), and the seller can earn an additional amount if the seller meets defined performance criteria.

PMBOK Guide Sixth Edition (2018), 12. Project Procurement Management / 12.1.1.6 Organizational Process Assets p472

10. A

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

PMBOK Guide Sixth Edition (2018), 8. Project Quality Management / 8.1.3.1 Quality Management Plan, p286

11. D

KnowledgeWoods - Exercises

Explanation: 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. The project documents are updated accordingly.

PMBOK Guide Sixth Edition (2018), 4. Project Integration Management / 4.7.3 Close Project or Phase: Outputs, pp127-128

12. B

Explanation: Using 3 point, PERT, or average delivers an estimate of 40

PMBOK Guide Sixth Edition (2018), 6. Project Schedule Management / 6.4.2.4 Three-point Estimating, p201

13. B

Explanation: 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

14. B

Explanation: The stakeholder engagement plan is a component of the project management plan that identifies the strategies and actions required to promote productive involvement of stakeholders in decision making and execution.

PMBOK Guide Sixth Edition (2018) PMI/PMI/13.2.3.1/522

15. A

Explanation: During project close out, lessons learned and knowledge gained throughout the project are transferred to the lessons learned repository for use by future projects.

PMBOK Guide Sixth Edition (2018) PMI/PMI/4.4.3.1/104

16. B

Explanation: The Procurement Management Plan is where the process of documenting project procurement decisions, specifying the approach and identifying potential sellers is captured. The key benefit of this process is that it determines whether to acquire goods and services from outside the project and, if so, what to acquire as well as how and when to acquire it.

PMBOK Guide Sixth Edition (2018) PMI/PMI/4.2.3.1/87

17. B

Explanation: A bidder conference is a meeting between the buyer and prospective sellers prior to proposal submittal. They are used to ensure that all prospective bidders have a clear and common understanding of the procurement and no bidders receive preferential treatment.

PMBOK Guide Sixth Edition (2018) PMI/PMI/12.2.2.3/487

18. A

Explanation: The other options require a more detailed project scope

PMBOK Guide Sixth Edition (2018) PMI/PMI/4.1/113

19. A

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

PMBOK Guide Sixth Edition (2018) PMI/PMI/5.2.2.8/147

20. B

Explanation: 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.

PMBOK Guide Sixth Edition (2018) PMI/PMI/5.5.3.1/166

21. B

Explanation: Project closure guidelines or requirements will contain the organization's procedures to follow.

PMBOK Guide Sixth Edition (2018) PMI/PMI/2.3.1/41

22. C

Explanation: 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.

PMBOK Guide Sixth Edition (2018) PMI/PMI/8.1.3.1/324

23. B

Explanation: 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.

PMBOK Guide Sixth Edition (2018) PMI/PMI/8.1.2.2/281

24. A

Explanation: Focus groups bring together prequalified stakeholders and subject matter experts to learn about their expectations and attitudes about a proposed product, service, or result.

PMBOK Guide Sixth Edition (2018) PMI/PMI/5.2.2.2/180

25. C

Explanation: The WBS is a hierarchical decomposition of the total scope of work to be carried out by the project team to accomplish the project objectives and create the required deliverables. The WBS organizes and defines the total scope of the project and represents the work specified in the current approved project scope statement. This must always reflect the complete and accurate scope of work.

PMBOK Guide Sixth Edition (2018) PMI/PMI/5.4.2.2/161

Exercise 3 Doing the work

1. A project manager develops a project management plan and schedule based on an agreed-upon project lifecycle of 16 months. Later, due to changing business requirements, the project manager receives a request for completion within 9 months.

How should the project manager respond to this proposed change in timeline?

- A. Work with key stakeholders to identify project requirements that could be reduced.
- B. Immediately ask project team members to increase the pace of each task within the project.
- C. Ensure that substantial scope creep is included in the original project schedule, so that revised deadlines can be met.
- D. Meet individually with project team members to discuss how aspects of the project can be completed more quickly than planned.

2. During an iteration, Task 1 cannot be completed on time due to unexpected challenges. Another team within the project is depending on timely completion of Task 1 in order to fulfill their part of the project.

How should the project manager resolve this issue?

- A. Meet with both teams separately, and ask them to figure out a way to meet the required deadlines and complete the project on time.
- B. Meet with the product owner to reprioritize the iteration backlog, so that it does not impact other teams or obligations.
- C. Increase the number of team members for the project team and increase the iteration length, ensuring that the work will be completed according to schedule.
- D. Let team members know you want them to do their best under difficult circumstances, and make sure to note the iteration's challenges in lessons learned.

3. A new project manager joins the project's daily standups, only to find that the project team spends too much time discussing ways to deal with obstructions in the project. Because of these discussions, standups often last well over two hours.

What process should be used to deal with this issue?

- A. Ask team members to invite their managers to standup sessions, in order to find solutions more quickly.
 - B. Explain to team members that long discussions take time away from actual work on the project.
 - C. Insert a new team member who will manage obstacles and schedule additional meetings to discuss possible solutions.
 - D. Tell the team members that they are required to shorten the standup meetings and improve on finding solutions.
4. A customer is not satisfied with the delivered product, saying that it was not what they expected. The project manager is surprised, because the agile development team delivered the product several iterations early.

What is one way that the project manager could have avoided this result?

- A. Required team sign off for each of the constant changes to the requirements
 - B. Set aside more resources for product testing after changes are made
 - C. Made sure that the customer was aware of the value of demos
 - D. Ensured that the team fully participated in developing the project scope
5. A project owner repeatedly complains, saying that a function developed by the development team does not seem to align with the original design.

What will help to solve this issue?

- A. Ask the product owner to sit in on the next iteration review meeting to learn more about the development status for the product.
 - B. Ask the quality assurance team to identify any mismatches in functionality compared to the initial design.
 - C. Ask the development team to rewrite the function so that it matches with the project scope.
 - D. Schedule time during the next retrospective session to discuss all corrective actions and ask the project owner to participate in the session.
6. A project manager realizes during the third iteration of product development that the template used for the project management plan is not showing updates.

Which action should the project manager take?

- A. Assign one team member to update the project management plan template and document any risk.
- B. Rank the need to update the template according to the business value for the upcoming iterations.
- C. Avoid adding to team distraction by fixing the issue independently.
- D. Document the issue as a new project risk and propose a solution.

7. During a challenging shareholder meeting, the customer indicates that they will reject an iteration's deliverable.

What should the project manager do?

- A. Send a request to the project sponsor, asking them to update the project charter then reassign the responsibilities and authorities.
- B. Meet with the project team to add new and improved features to replace the features that were rejected.
- C. Work with stakeholders to create a shared approach that will address the issues of concern.
- D. File a change request with the change control board (CCB) in order to add budget to the baseline.

8. After six iterations, significant variations have occurred to project scope and schedule. These are due to the customer's technology regulations and security policies, which are regularly reviewed. The project manager wants to suggest a new approach to the next iteration to avoid possible delays.

What should the project manager do first?

- A. Rank the importance of each improvement item, then implement actions identified during the last retrospective.
- B. Engage in a cost-benefit analysis that can help predict the profits that could be realized through the use of new technology for the next phase.
- C. Research new technology trends and management tools that have been successful on similar projects.
- D. Use a backlog refinement meeting and include the customer's change requests in the discussion.

9. All team members on a new project want to gain the customer's trust by delivering value as quickly as possible. The project manager learns that one resource has worked with the sponsor on other projects. The resource seems to be using personal influence, working with a project sponsor to increase the project's benefits realization.

At which stage in the project should the project manager address this concern to optimize cost effectiveness?

- A. At the start of the team's performing stage
- B. Immediately after the first benefit realization
- C. During the next retrospective ceremony
- D. During the next resource performance review

- 10.** A team misunderstood one product functionality documented in an earlier stage of the project. During the current iteration, the functionality has not yet been developed, but a business representative has mentioned the deficiency.

How should the project manager proceed?

- A.** The functionality was formally approved, so initiate the change management process.
- B.** Schedule a meeting to discuss and brainstorm the functionality with the project team and business representative.
- C.** Ensure that the issue is addressed by escalating it to the project sponsor, who should discuss it with the representative.
- D.** Continue with the current sprint, recognizing that the issue will be identified during the testing phase.

- 11.** During one daily standup meeting, team members indicate that they are having to engage in rework because there seems to be too much up-front work.

How should the project manager respond to this concern?

- A.** Try using a Kanban board for reviews.
- B.** Request that team members implement shorter iterations.
- C.** Request that the project owner maximizes the product value.
- D.** Engage in a process to manage a reduction in the product backlog.

- 12.** A contractor has sent an email request for urgent payment of their last installment on a project that is going through a long execution stage with multiple contractors.

How should the project manager respond to this contractor's request?

- A.** Negotiate payment terms through a meeting with procurement and the contractor.
- B.** Authorize the payment by notifying accounts payable and follow up to ensure it was made.
- C.** Act according to the agreed upon commitments in the procurement management plan.
- D.** Authorize payment only after reviewing forecast spend versus actual spend to see if the actual status allows it.

- 13.** A project manager for a construction firm meets with stakeholders. All stakeholders agree on a 20 month lifecycle for a project. After work has begun, the project manager learns that stakeholders would like project completion within no more than 12 weeks.

What should be the first step in the project manager's response?

- A. Meet with key stakeholders to discuss ways to reduce some project requirements.
- B. Add team members to work more quickly just this one time in order to satisfy stakeholder requirements.
- C. Refuse to modify the timeline, explaining that scope creep should be discouraged.
- D. Identify agreed-upon tasks in the original project and assign additional duties as needed to meet the new, shorter timeline.

- 14.** During an iteration, a project team encounters problems that may cause a delay in task completion. Another team within the same project needs the task to be completed on time in order to meet their schedule.

What can the project manager do to resolve this problem?

- A. Insist that the project team work a bit harder to complete on time, in order to avoid delaying the work of other teams.
- B. Work with the product owner to reprioritize the iteration backlog, so that it does not delay work by other teams.
- C. Increase the iteration length, and add additional resources to the project team, so that they can meet the appropriate deadlines.
- D. Ask team members to perform to the best of their abilities during the iteration, and engage in a retrospective after completion of the iteration.

- 15.** A project manager is faced with an updated schedule that requires delivering a business result under a far more aggressive timeline. The project's technical resource manager has worked with the project manager on previous projects. Still, a team member indicates that the company does not have technical resources that could be added to the project to meet the new timeline.

What should be the project manager's next step?

- A. Let the project sponsor know that an issue with a technical resource may put the project at risk.
- B. Ensure that upper management is aware of the lack of needed resources which may put the project at risk.
- C. Ask the technical resource manager about the availability of technical resources
- D. Work with a third-party vendor to quickly acquire the needed resource.

- 16.** A project's daily standups are long, often lasting more than two hours. The project team uses the standup meetings for extended discussions about solutions to project obstacles.

What should the project manager do to improve the daily standup meetings?

- A.** Invite department managers to participate in the team members' discussions, in order to identify solutions in a business-like manner.
- B.** Request shorter discussion time during each standup, leaving more time for working.
- C.** Insert a new team member who will manage obstacles and meetings to discuss possible solutions.
- D.** Notify team members that they will be required to shorten all standup meetings and improve their method for identifying solutions.

- 17.** A project that should have been 90 percent complete by now is only 65 percent complete. The total project budget is US\$120,000 and the actual cost of work performed (ACWP) is US\$80,000.

What is the scheduled performance index (SPI) and cost performance index (CPI) of this project?

- A.** The SPI is 0.72, and the CPI is 0.98.
- B.** The SPI is 1.38, and the CPI is 1.2.
- C.** The SPI is 0.94, and the CPI is 1.04.
- D.** The SPI is 0.80, and the CPI is 0.91.

- 18.** A project has the following characteristics:

- US\$3 million budget
- Planned cost of US\$630,000
- Actual cost of US\$650,000
- Earned value of US\$540,000

Which statement is true about the current status of the project?

- A.** The project is ahead of schedule and under budget.
- B.** The project is behind schedule and over budget.
- C.** The project is ahead of schedule and over budget.
- D.** The project is behind schedule and under budget.

- 19.** A project manager is working with a customer who repeatedly submits new feature requests for an existing software product.

The project manager has already provided the completed scope definition for the product's next version release to stakeholders.

Which step is appropriate for the project manager to take next?

- A.** Hold a meeting with the product manager to request that the number of new requests be reduced.
- B.** Define project boundaries immediately with the sponsor.
- C.** Organize a meeting with the stakeholders to set expectations.
- D.** Analyze the scope management plan and iterate it through the scope definition process.

- 20.** A project is delayed. To obtain the desired quality level of the deliverables, a change is required.

First, the project manager issues a formal change request and communicates the change to all stakeholders. Then, the project manager learns that this communications approach did not meet stakeholders' expectations.

What should the project manager do next?

- A.** Refer to the communications management and stakeholder engagement plans.
- B.** Provide a change request to include stakeholders' expectations in the project management plan.
- C.** Organize a meeting with the project sponsor to better understand stakeholders' expectations.
- D.** Review the communications management plan, follow it, and issue a status report.

- 21.** A project sponsor asks the project manager to change production materials because these materials could cause health problems to consumers.

What is an appropriate step for the project manager to take?

- A.** Follow the project change control process to thoroughly investigate the matter.
- B.** Immediately implement the change and submit a change request for formal documentation.
- C.** End the current work and enact the change control process.
- D.** Reject the change because the request is outside of scope.

22. A project is in the execution phase.

Three necessary changes are brought to the attention of the team. The team members all have differing opinions regarding how to implement the changes.

What should the project manager do?

- A.** Confirm that all team members and stakeholders understand and follow the change management plan.
- B.** Hold a meeting with the board and project sponsor to address the issue.
- C.** Organize a meeting with team members to review the issues and request changes where needed.
- D.** Ensure all requested changes are applied to the project and communicate directly with all team members.

23. A project sponsor is risk averse and is therefore concerned about negative impacts on the project. To help with this concern, the project team identifies four project risks and then evaluates both the probability of occurrence and the impact of the risk if it occurs. The team uses a 1-5 scale, 1 being the lowest and 5 being the highest.

Risk Probability Impact

A 1 5

B 4 4

C 2 5

D 2 2

Based on the table, in what order should the project manager rank these risks for management purposes?

- A.** B, A, D, C
- B.** B, C, A, D
- C.** B, A, C, D
- D.** C, D, A, B

24. A project's single sponsor has been replaced by a steering committee due to a significant increase in project size.

How should the project manager approach this change?

- A.** Tailor communications to the new steering committee, recognizing that there has been a change in stakeholder structure.
- B.** Follow the initial project plan, recognizing that the stakeholder group now includes the steering committee members.
- C.** Schedule a low-key introductory meeting with the new steering committee and the team, while continuing to follow the initial project plan.
- D.** Ensure that the new steering committee members receive the project's current status report.

- 25.** Prior to preparing a monthly project status report, a project manager identifies three new risks. All of these risks could impact critical key milestones.

The project manager wants to reference additional information before presenting this new risk information.

To which sources should the project manager refer?

- A.** Risk register and risk report
- B.** Risk register and organizational process assets
- C.** Risk management plan and risk report
- D.** Lessons learned repository and risk report

Answers

1. A

Explanation: To execute the project quickly, the project team should discuss on the whole scope together and find out the way to complete tasks at individual level within short time. By the discussion, many tasks could be by-passed from the base tasks and new tasks can be identified, which might help the project to reduce the total time frame of the project. This is an agile mindset of the project manager, by which a better value can be served in terms of time.

Effective Project Management: Traditional, Agile, Extreme, Hybrid (No Date) Robert K. Wysocki, Chapter 12 / Most of the solution is clearly known

2. B

Explanation: Hybrid approach might also involve evaluating iteration backlog items priorities to resolve time constraints.

PMBOK Guide Sixth Edition (2018), 6. Project Schedule Management / 6.6 Control Schedule, 224
| The Agile Practice Guide (2017), 5. Implementing Agile: Delivering in an Agile Environment/5.3 Troubleshooting Agile Project Challenges, 58

3. D

Explanation: Most project manager's think if he has the daily startup, then he can apply agile way to manage the projects. But it is important for agile is how to implement the daily standup.

Teams run their own standups. When run well, standups can be very useful, provided the nature of the team's work requires intense collaboration. Identify the blockers on the standups but have separate meetings to discuss the blockers and the solution.

The Agile Practice Guide (2017), Chapter 5 / 5.2.4 Daily Standups, 53

4. C

Explanation: The customer was not engaged enough in the project. The iteration review is the best mechanism for the team to demonstrate working software and for the customer to give feedback to ensure that their expectations are met.

PMBOK Guide Sixth Edition (2018), 13. Project Stakeholder Management / 13.3 Manage Stakeholder Engagement, 524
| The Agile Practice Guide (No Date), 5 Implementing Agile: Delivering in and Agile Environment / 5.2.5 Demonstrations/Reviews, 55

5. D

Explanation: Retrospective can discuss the product release status, whether the team reaches any other milestone. It can be used by project manager to survey all necessary parties to reach consensus and build understanding

PMBOK Guide Sixth Edition (2018), 8 Project Quality Management / 8.3.2.6 Meetings, p305
| The Agile Practice Guide (2017), 5. Implementing Agile: Delivering In An Agile Environment / 5.2.1 Retrospectives, pp50-51

6. C

Explanation: In a hybrid approach a project manager should work to protect the team against impediment around the product building. This question addresses administrative work that doesn't require technical knowledge.

The Agile Practice Guide (2017), 4 Implementing Agile: Creating An Agile Environment / 4.2 Servant Leadership Empowers The Team, p33

7. C

Explanation: Before initiate any action the project manager should work with the team to identify the root cause of the problem and build an approach to conduct the project for the next iterations. As a hybrid approach a retrospective ceremonial can be a good option to solve this situation.

PMBOK Guide Sixth Edition (2018), Part 2 The Standard for Project Management / 5. Monitoring and Controlling Process Group / 5.1 Monitoring and Controlling Project Work, p 615

8. A

Explanation: The retrospective is used to review lessons learned and suggest corrective actions for the next iterations.

Essential Scrum: A Practical Guide to the Most Popular Agile Process (2012), Chapter 22. Sprint Retrospective / Overview

| The Agile Practice Guide (2017), 5. Implementing Agile: Delivering In An Agile Environment / 5.2.1. Retrospectives, pp 50-51

9. C

Explanation: The retrospective would be the event to address this concern.

PMBOK Guide Sixth Edition (2018), 8. Project Quality Management / 8.3.2. Control Quality: Tools and Technics / 8.3.2.6 Meetings, p305

| PMBOK Guide Sixth Edition (2018), 13. Project Stakeholder Management / 13.4.2.6 Meetings, p535

10. B

Explanation: As the functionality has not been built the project manager should facilitate building common understanding and empowering the team to evaluate the impact of a possible change, this way avoiding re-work.

PMBOK Guide Sixth Edition (2018), 3. The Role of the Project Manager / 3.4.4 Leadership Skills

| The Agile Practice Guide (2017) 3 Life Cycle Selection / 3.1.10 - Hybrid life cycles as Fit-For-Purpose, p29

11. B

Explanation: Shorter iterations allow for managing functionalities more closely.
Should the team keep working on a minimum Viable Product.

The Agile Practice Guide (2017), Implementing Agile: Delivering In An Agile Environment / 5.3 Troubleshooting Agile Project Challenges / Table 5-1, p59

12. C

Explanation: Even an inexperienced project manager should understand that terms and conditions should be agreed before engaging a contractor to actually do project work. The procurement plan holds all data re contracts and is the single source to guide payment activities

PMBOK Guide Sixth Edition (2018), 4, Project Integration Management / 4.7.1 Close Projects or Phase: Inputs, pp124-125

| The Agile Practice Guide (2017), 6 Organizational Considerations For Project Agility / 6.3 Procurement and Contracts p77

13. A

KnowledgeWoods - Exercises

Explanation: Consistent with executing the project with urgency, working with stakeholders to reduce requirements is the best option listed to reduce delivery time.

PMBOK Guide Sixth Edition (2018), 6. Project Schedule Management / Trends and Emerging Practices in Project Schedule Management, p177

14. B

Explanation: May cause a delay does not mean the task completion will be delayed, To improve probability of success, reprioritizing the backlog may improve the probability for success more than the other options.

PMBOK Guide Sixth Edition (2018), 6. Project Schedule Management / 6.6 Control Schedule, pp 222-224
| The Agile Practice Guide (2017), 5 Implementing Agile: Delivering In An Agile Environment / 5.2.3 Backlog Refinement, p52

15. C

Explanation: Per Agile manifesto, it values individual and interactions over processes and tools. Thus, it is best to meet with the resource manager to understand the real situation rather than informing sponsor first which might be the false alarm.

PMBOK Guide Sixth Edition (2018) 10. Project Communication Management / 10.2 Manage Communication, p381
| The Agile Practice Guide (2017), 2 An Introduction To Agile / 2.2 The Agile Manifest and Mindset, p8

16. D

Explanation: Most of project manager think if he has the daily startup, then he can apply agile way to manage the projects. But it is important for agile is how to implement the daily startup.

Teams run their own standups. When run well, standups can be very useful, provided the nature of the team's work requires intense collaboration. Identify the blockers on the standups but have separate meetings to discuss the blockers and the solution.

The Agile Practice Guide (2017), 5 Implementing Agile: Delivering In An Agile Environment / 5.2.4 Daily Standups, p53

17. B

Explanation: $EV = \%compl * budget$. $75\% * \$100,000 = \$75,000$.

$AC = \$72,000$

$CPI = EV/AC = 1.04$

A CPI over 1 means the project is under budget.

PMBOK Guide Sixth Edition (2017), 7. Project Cost Management / 7.4.2 Control Costs: Tools and Techniques, pp260-263

18. B

KnowledgeWoods - Exercises

Explanation: $CV = EV - AC$; $540 - 650 = -110$
 $SV = EV - PV$; $540 - 630 = -90$.

Negative cost variance means over budget
Negative schedule variance means behind schedule.

PMBOK Guide Sixth Edition (2018), 7. Project Cost Management / 7.4.2.2 Data Analysis, p262

19. D

Explanation: The scope management plan documents how the project and product scope will be defined, validated, and controlled. The key benefit of this document is that it provides guidance and direction on how scope will be managed throughout the project.

PMBOK Guide Sixth Edition (2018), 5. Project Scope management / 5.1.3.1 Scope Management Plan, p137

20. A

Explanation: The Monitoring of the communications process may result in improved effectiveness of communication through additional and possibly amended communications plans and activities. Such iterations illustrate the continuous nature of the Project Communications Management processes. Issues or key performance indicators, risks, or conflicts may trigger an immediate revision.

The Project Management Tool Kit: 100 Tips and Techniques for Getting the Job Done Right (2010), 11.
Communication Planning / Communication process, Determine Communications Requirements

21. A

Explanation: The project manager must follow the documented and agreed upon change control processes.

PMBOK Guide Sixth Edition (2018), 4. Project Integration Management / 4.6 Perform Integrated Change Control, p113

22. A

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

PMBOK Guide Sixth Edition (2018), 4. Project Integration Management / 4.2.3.1 Project Management Plan - Additional Components, p88
| PMBOK Guide Sixth Edition (2018), 3. The Role of The Project Manager / 3.1 Overview, p51

23. B

KnowledgeWoods - Exercises

Explanation: Risk severity is the product of probability and impact; the higher the product, the higher the risk is rated.

PMBOK Guide, Figure 11-5 Example Probability and Impact Matrix with Scoring Scheme

A=0.08, B=0.28, C=0.24, D= 0.03, "BCAD"

Project Manager's Handbook, Risk Ranking by Intersection, A=5, B=7, C=6, D=3 "BCAD"

PMBOK Guide Sixth Edition (2018) PMI/PMI/11.5.2.9/

| Project Manager's Portable Handbook, 3rd Ed (2010), Section 7, Project Planning and Control / 7.5.5 Risk Quantification, Figure 7.8 Risk ranking by intersection

24. A

Explanation: The project manager needs to be proactive and respond to this change. The same communication that was planned for a single sponsor will not necessarily work for this steering committee.

PMBOK Guide Sixth Edition (2018), 10. Project Communication Management / 10.1.2.2 Communications Requirements Analysis, p369-370

25. A

Explanation: The project manager must check the risk register and risk report to see if this is indeed a new risk and to see if there was action already planned around it.

PMBOK Guide Sixth Edition (2018), 11. Project Risk Management / 11.7 Monitor Risks, pp409-411

Exercise 4 Keeping the Team on Track

1. Project team members are concerned that a new resource does not seem suitable for an assigned task.

How should the project manager respond to this concern?

- A. Contact senior management to discuss the possibility of reassigning the new resource to a different project.
- B. Schedule time to chat with the new resource to assess their skills and understand their strength level.
- C. Ask the team members to document task-related deficiencies displayed by the resource.
- D. Contact the project sponsor to highlight these concerns and decide on an appropriate response.

2. The project manager schedules an iteration review and learns that a few key stakeholders do not approve of how a feature has been developed.

What should the project manager do first in order to address this issue?

- A. Invite project team members to a brainstorming session to identify an appropriate response.
- B. Address the issue only after evaluating why these stakeholders are concerned.
- C. Determine the impact of the conflict by listing the pros and cons of the situation.
- D. Ask the project sponsor to act as a neutral party in negotiation with those stakeholders who are dissatisfied.

3. A key team member is asked to move to another project during the middle of a technical project. The team believes this is an unwise move and expresses concern.

Which action will help to resolve the issue?

- A. Discuss the conflict with the project sponsor and formulate a response.
- B. Replace the key team member with a new resource who has the same skills.
- C. Meet with the change control board (CCB) to discuss the requested change.
- D. Engage in the change management process to resolve the resource issue.

4. At a weekly project status meeting, a key team member expresses concerns about the overall approach documented within the project management plan. The Project manager is surprised because the team is in the process of executing an important component of the project and the concern has not been raised before.

What steps should the project manager take?

- A. Update the risk register to document the concerns, then continue with the meeting's scheduled agenda items.
- B. Recognize that the concern must be fully discussed and resolved prior to continuing with the meeting's agenda items.
- C. Address the team with a generic reminder about meeting etiquette, then ask if the team wants to use the time to fully discuss the concerns raised during the meeting.
- D. Immediately acknowledge the team member's concern, continue with the scheduled agenda, then privately meet with the team member to fully understand the concerns expressed.

5. During a meeting, a project manager learns that a business result needs to be delivered in four weeks, although the original plan was sixteen weeks. The project manager also hears that there is no available technical resource who might be able to join the team. The project manager knows the technical resource manager because they worked together on a previous project.

What is the first thing the project manager should do?

- A. Notify the project sponsor about the lack of a technical resource.
- B. Immediately escalate the issue to decision makers in the organization.
- C. Check with the technical resource manager to see if there is an available technical resource.
- D. Since time is short, hire an outside party to meet the need for a technical resource.

6. A project team is small and the team members have known each other for a long time. The team's project is in the execution phase. Recently, a team member told the new project manager that another team member has been complaining about how the project is being managed.

How should this new project manager respond?

- A. Preview the current stakeholder engagement plan for the way to resolve the difficulty.
- B. Schedule a mandatory team meeting which will lead to the creation of a new social contract.
- C. Notify team members that they should submit anonymous recommendations for a new social contract.
- D. Send a survey to team members, requesting suggestions for dealing with the dissatisfaction.

7. A project manager notices that one team member seems increasingly unhappy during team meetings. The team member is not making progress on a key work package, and this lack of progress is now impacting the critical path. The team member feels that they are not in the correct role within the project team.

What should the project manager do?

- A. Reassure the team member about their abilities by reminding them that they were chosen for a reason.
- B. Meet with the team member to discuss where they can contribute, based on their strengths.
- C. Enroll the team member in targeted training to acquire the needed skills for their assigned role.
- D. Schedule weekly touchpoints with the team member to discuss barriers that may impact their work.

8. During work on a government project, stakeholders pressure the project manager to submit to their preferred actions. While the project manager must coordinate and plan with multiple stakeholders, the project manager must also deal with complex relations and frequently changing scenarios.

What should the project manager consider doing?

- A. Use the Saliency model of categorization.
- B. Use the Transformation model of categorization.
- C. Use the Transaction model of categorization.
- D. Use the Collaboration method of categorization.

9. A project manager is working on a small project that is critical for a larger program milestone. A new resource has been assigned to replace a key resource who had to leave the project. Unfortunately, an outside stakeholder claims that the person who assigned the new resource sent their weakest team member.

How should the project manager approach this rumor?

- A. Assess the new resource's ability to perform the necessary work by testing their communication skills with the current project team.
- B. Evaluate the skills of the new resource to see how the resource can provide value to the project.
- C. File a request with the project management office (PMO) manager in order to obtain a better resource.
- D. Address the rumor with the new resource's functional manager to mitigate any conflict within the project team.

- 10.** Several successor activities are behind schedule because a project team member has not been at work for the past week. This impacts the critical path.

How should the project manager respond to this problem?

- A.** Obtain a new resource to complete the needed tasks, resulting in less impact on the critical path.
- B.** Discuss the situation with the team member, and work with them to identify a practical solution.
- C.** Remind the team member that they needed to complete the work package in the agreed-upon timeframe.
- D.** Ask the functional manager for assistance communicating with the absent team member.

- 11.** A team member expresses concern about a team behavior issue during a retrospective meeting. The member says that group morale is affected by two team members who continuously criticize the high amount of requirements in each iteration.

Match each conflict resolution technique with the project manager's possible resolution for this issue.

- A.** Smooth/accommodate Recognize the team members'™ feelings regarding the high level of requirements.
- B.** Compromise/reconcile Reconsider the distribution of work among the whole team to ensure that the work is equably distributed.
- C.** Force/direct Since all requirements were evaluated and organized by the full team, remind the team that the decisions were theirs.
- D.** Collaborate/problem solve Meet with the full team in order to discuss requirement allocation and the planning methodology.

- 12.** Certain key stakeholders are dissatisfied with how a key feature of a project has been developed. They express their dissatisfaction during an iteration review meeting.

What should the project manager do first to resolve this issue?

- A.** Gather the project team for a brainstorming session and identify a solution.
- B.** Identify the reasons why there are issues with the feature, then address the issue.
- C.** Create a list of the pros and cons of the situation to define the impact of the conflict.
- D.** Add a neutral party, such as the project sponsor, to function as a negotiator with stakeholders.

- 13.** During a technical project, a key project member is reassigned to a different project. The team has expressed disapproval regarding the reassignment.

What action can help mitigate the team's disapproval?

- A.** Notify the project sponsor regarding the team's disapproval and brainstorm a response.
- B.** Employ coaching tools and techniques to increase team motivation.
- C.** Add a resource with the same skills to replace the key team member.
- D.** Notify the change control board (CCB) and discuss possible ways to resolve the issue.

- 14.** A key team member is unhappy with the overall approach documented in a project management plan. The member surprises the project manager with negative comments about the approach during a weekly status meeting during the execution phase of the project.

How should the project manager address the team member's concerns?

- A.** Continue with the meeting, and ensure that the concerns are added to the risk register after the meeting is finished.
- B.** Continue with the scheduled agenda items after reminding the team member of expected meeting etiquette. Then, solicit feedback about the etiquette expectations.
- C.** Remember that a project should not go forward when key team members are in disagreement and use the meeting to discuss the member's concerns.
- D.** Make a short comment to acknowledge the team member's concerns, continue with the meeting, and meet with the member in private to discuss their concerns.

- 15.** A new resource is assigned to fill in for a resource who is leaving. The new resource will be working on a small project that is critical to a larger program milestone. Unfortunately, there is a rumor that the new resource may be a problem, due to a lack of skills.

How should the program manager respond to this rumor?

- A.** Assess the new resource's communication skills to evaluate their ability to perform acceptably as part of the project team.
- B.** Meet with the new resource to discuss their skills and then determine how they can contribute to the project.
- C.** Privately ask the program management officer (PMO) to assign a different resource with better skills.
- D.** Meet with the functional manager of the new resource to discuss the rumor and see if it is true.

- 16.** A team member could not be reached by email or phone during the week that they were absent. The team member had not notified anyone on the team prior to their absence. Due to the absence, several successor activities are behind schedule, impacting the project's critical path.

How should the project manager respond to this situation?

- A.** Add a new resource who can complete the work package in a professional manner.
- B.** Discuss the situation with the team member, and work with them to identify a workable solution.
- C.** Require that the team member complete the work package more quickly when they return.
- D.** Ask the functional manager for additional support on the project, including assignment of a new resource.

- 17.** The initial draft of a project management plan is completed.

The project manager plans to show the draft to stakeholders who are located around the globe for approval. The project manager has limited time to gain approval, and the project management plan is lengthy.

The project manager needs to ensure that the review of the plan is completed on time.

Which action should the project manager take?

- A.** Send the plan for the stakeholders to review, and then meet with the all of them to discuss it.
- B.** Have each stakeholder review the plan individually, adding their comments, and then update the document accordingly.
- C.** Ask select stakeholders to review particular sections of the plan based on their areas of expertise.
- D.** Organize individual meetings with only the key stakeholders to walk them through the plan.

- 18.** A project manager joins a project as a replacement on a project team. During initial meetings, the project manager realized there are many differing opinions about how to address technical decisions. Team members did not respect each other's ideas, and the environment was becoming counterproductive. However, now the team has begun to communicate more effectively and develop some processes and procedures for working together.

In what phase of development is the team now?

- A.** Storming
- B.** Forming
- C.** Norming
- D.** Performing

- 19.** A planned task for a project does not get completed due to an issue that appeared three days ago but did not get resolved. The project manager wants to prevent this type of situation in the future.

What should the project manager do?

- A.** During the retrospective, examine the issue.
- B.** In the demo, address the issue.
- C.** During the next iteration planning meeting, discuss the issue.
- D.** In the next daily standup meeting, review the issue.

- 20.** On a project, three critical risks with a high-impact are identified.

The project manager must find a solution to address these risks immediately.

Three specific resources are required to address the risks; however, they are already committed to another project with critical deliverables.

Which action should the project manager take?

Option A

- 1. Check with the functional manager regarding the resources' availability
- 2. Negotiate task crashing or rescheduling with the functional manager.

Option B

- 1. Hire outside resources.
- 2. Assign these resources to handle the tasks.

Option C

- 1. Assume the risks.
- 2. Control these risks often to reduce potential impact.

Option D

- 1. Generate a contingency reserve to solve the potential schedule delay.
- 2. Mitigate the possible impact.

- 21.** Schedule performance issues are occurring on a project. After assessing the issue, the project manager determines that the cause is the expertise levels of project resources.

Specifically, a few of the senior-level resources check irrelevant details, and some inexperienced resources take too much time to complete tasks.

The project manager needs to enhance team performance.

Which action is appropriate to take?

- A. Implement training where necessary and create a checklist for all team members.
- B. Request that the senior-level resources help the inexperienced resources.
- C. Advise the senior-level resources and replace the junior-level resources.
- D. Design and conduct training for the junior-level staff.

22. Multiple new members are added to an ongoing project. Although all original team members received basic training on the specifics of the business operation that the project supports, the new members do not have the same basic understanding. This lack of understanding results in decreased productivity.

How should the project manager respond to this issue?

- A. Ask the original team members to provide support and training, and schedule a second kick-off meeting for new team members.
- B. Assure all new team members that they should feel comfortable asking for help from both the long-term members and project manager.
- C. Revise the team, so that the newer resources are moved to other projects and resources with relevant experience are added, then log lessons learned.
- D. Recognize that this is a common occurrence when teams experience change, and revise the schedule to allow for the slight decrease in productivity.

23. The project manager learns that one team member needs to complete a critical task that is outside of the project, resulting in a scheduling risk for the project.

How can the project manager eliminate this risk?

- A. Meet with the team member's manager, and negotiate for an alternative time to complete the other task.
- B. Ask the team member to focus on the critical task, and obtain an additional resource from another department
- C. Send a report to the project sponsor, documenting noncompliance from the member's manager.
- D. Tell the team member's manager to release the team member from outside activities until the scheduled project activity is complete.

24. The project manager receives a progress report during a demo and review meeting. The report shows that the agile project is not on track. Since all work was purposely selected and sequenced to meet higher-level objectives, the project manager is surprised by the report.

In the future, how can the project manager prevent this type of miscommunication in an agile project?

- A. Support self-organization for the project team and help them provide buy-in for the project.
- B. Ensure that there is a contingency reserve to cover these issues.
- C. Ensure that the team is trained to use the agile process reporting system.
- D. Provide early training and ongoing mentoring about the agile approach for the project team.

- 25.** As part of effective leadership, project managers help team members grow and keep them motivated throughout each project.

What is one step that supports this effective leadership?

- A.** Stand up for the team's beliefs and be assertive.
- B.** Challenge the team by delegating project tasks.
- C.** Use daily discussion sessions to solicit and respond to the team's concerns.
- D.** Provide a team reward for each successfully completed task.

Answers

1. B

Explanation: A project manager should not take action by just listening to other member's feedback. He should talk to the new member to find out about his strength and make some evaluation later.

PMBOK Guide Sixth Edition (2018) PMI, 9. Project Resource Management / 9.4 Develop team, p338
| The Agile Practice Guide, 2.2 The Agile Manifesto and Mindset , p8

2. B

Explanation: One of the required abilities of Project Managers is to identify when the conflict escalates. If it happens, the Project Manager should help to facilitate a satisfactory solution, addressing conflict early, in private and using a direct and collaborative approach.

PMBOK Guide Sixth Edition (2018), 9. Project Resource Management / 9.5.2 Manage Team: Tools and Techniques, p348

3. B

Explanation: PM should know how to handle key personnel changes and keep the team motivated and productive.

PMBOK Guide Sixth Edition (2018) 9, Project Resource Management / 9.5 Manage Team, 345-346
| Project Managers Portable Handbook, 3rd Ed (No Date), Section 5/ 5.3.4 Coaching Techniques and Tools

4. D

Explanation: Conflict should be addressed in private, first, to better understand the concern being raised. Exploring the concern after the meeting gives the PM an opportunity to verify the concern and determine needed next steps without disrupting the meeting with all meeting attendees.

PMBOK Guide Sixth Edition (2018) 9. Project Resource Management / 9.5.2.1 Interpersonal and Team Skills, p348

5. C

Explanation: Per Agile manifesto, it values individual and interactions over processes and tools. Thus, it is best to meet with the resource manager to understand the real situation rather than informing sponsor first which might be the false alarm.

PMBOK Guide Sixth Edition (2018) Project Communications Management / 10.2.2.6 Interpersonal and Team Skills /
pg. 64

6. B

Explanation: A) No - While this may help in addressing the situation, it will not help to rectify any existing damage done to the team as a result of the situation.

B) Yes - This is the best solution. It encourages every team member to participate and results in a clear set of guidelines for the team.

C) No - This is not the best answer. While this will create a set of guidelines, they may not be the best ones for the team.

D) No - This is not the best solution as it does not encourage team cohesion and self leadership.

PMBOK Guide Sixth Edition (2018), 9. Project Resource Management / 9.1.3.2 Team Charter, 319 | The Agile Practice Guide (2017), 5. Implementing Agile: Delivering In AN Agile Environment / 5.1 Charter The Project And The Team p50

7. B

Explanation: A) No - This is positive reinforcement, but it may be unwarranted.

B) Yes - This is the best response. The individual may truly be right. As a Servant Leader, you can help them find the correct role.

C) No - This is helpful, but it doesn't address the core of their concern.

D) No - This creates a false sense of momentum that doesn't address the core of their concern.

PMBOK Guide Sixth Edition (2018), Part 2 The Standard for Project Management 1. Introduction 1.7 Role of the Project Manager, p552

| The Agile Practice Guide (2017), 4. Implementing Agile: Creating An Agile Environment / 4.2.1 Servant Leader Responsibilities 34

8. A

Explanation: Salience model needs to be used to categorize for government contracts especially when the scenario is for frequently changing, complex relationships with multiple representatives involved

PMBOK Guide Sixth Edition (2018), 13. Project Stakeholder Management / 13.1.2.4 Data Representation, p513

9. B

Explanation: A) No - This is not the best use of time, and unfairly makes presumptions on the candidate.

B) Yes - This is the best answer. Without seeing performance first-hand, there is no available proof to the hearsay.

C) No - This assumes that hearsay is fact, which may create a strained relationship between the Project Manager and functional manager.

D) No - While this may give solace to the Project Manager, this is inappropriate and unwarranted.

PMBOK Guide Sixth Edition (2018) 9. Project Resource Management / 9.3.2.1 Decision Making, p332

10. B

Explanation: A) No - This is premature and will most likely take longer than attempting to rectify the situation.

B) Yes - A Project Manager also has the ability to be a coach. Servant Leadership encourages listening and serving, and therefore it may be possible to compromise with the team member.

C) No - This does not address the situation and is in direct contradiction to the coaching role of a Project Manager.

D) No - This does not address the situation directly and offsets blame to a third party.

PMBOK Guide Sixth Edition (2018), 10. Project Communication Management / 10.2 Manage Communication / 10.2.2.6 Interpersonal and Team Skills, p386

| PMBOK Guide Sixth Edition (2018), 9. Project Resource Management / 9.5.2.1 Interpersonal and Team Skills / Conflict Management, p348

| The Agile Practice Guide (2017), 4 Implementing Agile: Creating an Agile Environment / 4.2.1 Servant Leader Responsibilities, p34

11. D

Explanation: The success of project managers in managing their project teams depends on their ability to resolve conflict. Different project managers may use different conflict resolutions methods and techniques for resolving conflict.

PMBOK Guide Sixth Edition (2018), 9. Project Resource Management / 9.5.2.1 Interpersonal and Team Skills, pp348-349

12. B

Explanation: Identifying the source of conflict is a key initial step in conflict management.

PMBOK Guide Sixth Edition (2018), 9. Project Resource management / 9.5.2 Manage Team Tools and Techniques, p348

13. B

Explanation: PM should know how to handle key personnel changes and keep the team motivated and productive.

PMBOK Guide Sixth Edition (2018) 9. Project Resource Management / 9.5 Manage Team, p345
| Project Managers Portable Handbook, 3rd Ed (2010) Section 5 Project Leadership / 5.8.2 Decision-Making Considerations

14. D

Explanation: Conflict should be addressed in private, first, to better understand the concern being raised. Exploring the concern after the meeting gives the PM an opportunity to verify the concern and determine needed next steps without disrupting the meeting with all meeting attendees.

PMBOK Guide Sixth Edition (2018) //9 Project Resource Management / 9.5.2 Manage Team: Tools and Techniques, p348

15. B

Explanation: A) No - This is not the best use of time, and unfairly makes presumptions on the candidate.

B) Yes - This is the best answer. Without seeing performance first-hand, there is no available proof to the hearsay.

C) No - This assumes that hearsay is fact, which may create a strained relationship between the Project Manager and functional manager.

D) No - While this may give solace to the Project Manager, this is inappropriate and unwarranted.

PMBOK Guide Sixth Edition (2018), 9. Project Resource Management / 9.4 Develop Team pp336-338

16. B

Explanation: Key Rationale

A) No - This is premature and will most likely take longer than attempting to rectify the situation.

B) Yes - A Project Manager also has the ability to be a coach. Servant Leadership encourages listening and serving, and therefore it may be possible to compromise with the team member.

C) No - This does not address the situation and is in direct contradiction to the coaching role of a Project Manager.

D) No - This does not address the situation directly and offsets blame to a third party.

PMBOK Guide Sixth Edition (2018), 10 Project Communications Management, p363
| The Agile Practice Guide (2017), Implementing Agile: Creating An Agile Environment / 4.2 Servant Leadership Empowers The Team, pp33-34

17. A

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

PMBOK Guide Sixth Edition (2018), 3. The Role of the Project manager / 3.4.4.3 Politics, Power, and Getting Things Done, pp62-63

| Project Manager's Portable Handbook, 3rd Ed (2010), Section 9. Project Communications / 9.2 Project Communications

18. D

Explanation: Storming often starts where there is a conflict between team members' natural working styles. People may work in different ways for all sorts of reasons but, if differing working styles cause unforeseen problems, they may become frustrated.

PMBOK Guide Sixth Edition (2018), 9. Project Resource Management / 9.4 Develop Team, p338

19. A

Explanation: The retrospective allows issues with the execution approach to be identified and discussed in a timely fashion along with ideas for improvements. Retrospectives are a primary tool to manage project knowledge and develop the team through discussions of what is working well and team-based problem solving.

PMBOK Guide Sixth Edition (2018), 6. Project Schedule Management / 6.6 Control Schedule, p224

| Agile Practice Guide (2017), 5 Implementing Agile: Delivering In An Agile Environment / 5.2.1 Retrospectives, pp50-51

20. A

Explanation: The functional manager is the person who will be able to reschedule, reassign or replace resources.

PMBOK Guide Sixth Edition (2018), 9. Project Resource Management / 9.6.2.3 Interpersonal and Team Skills, p357

21. A

Explanation: The PM must train the junior members and supply a checklist so that all are checking all and only what they are supposed to be checking.

PMBOK Guide Sixth Edition (2018), 9. Project Resource Management / 9.4 Develop Team, p342

22. A

Explanation: It is the PM's responsibility to make sure that the new members are adequately trained. This approach provides that training.

PMBOK Guide Sixth Edition (2018), 9. Project Resource Management / 9.4.2.4 Interpersonal and Team Skills, p341

23. A

Explanation: The resource management plan is used to help determine how resources allocated to agreed-upon risk responses will be coordinated with other project resources. This will provide guidance as to how the project manager can negotiate with the resource's manager.

PMBOK Guide Sixth Edition (2018), Project Resource Management / 9.3.1 Acquire Resources: Inputs, p330

24. A

Explanation: For Agile projects, rather than a project manager selecting and sequencing work, higher-level objectives are explained and the team members are empowered to self-organize specific tasks as a group to best meet those objectives. This leads to the creation of practical plans with high levels of buy-in from the team members.

PMBOK Guide Sixth Edition (2018), Appendix 3 / X3.3.3 Executing Process Group, p670

25. A

Explanation: The primary goal of a project manager in relation to the project team is to ensure that the team has the time and resources to do their job and to remove any barriers they may encounter. By standing up for the team's beliefs the project manager is demonstrating their support for the team.

PMBOK Guide Sixth Edition (2018), 3. The Role Of The Project Manager / 3.1 Overview, pp51-52

Exercise 5 (Keeping the Business in Mind)

1. During a highly-regulated project, the project sponsor and a high-level executive have asked for changes that appear to disregard legal requirements.

What should be the first step in the project manager's response?

- A. Immediately schedule a meeting with the stakeholders to review the situation.
- B. Send the change control board (CCB) a change request.
- C. Check with the organization's relevant legal practitioner for guidance.
- D. Review the organization's lessons learned database for precedents and direction.

2. A project manager needs to ensure that the team delivers business value within the required timelines. The manager recently learned that key stakeholders are worried that the current release plan will not meet urgent business needs.

What can the project manager do to effectively respond to the stakeholder concerns?

- A. Renegotiate scope with the project sponsor after examining the work breakdown structure (WBS).
- B. In consultation with the stakeholders and team members, identify the minimum viable product needed for launch.
- C. Determine the schedule performance index (SPI), then escalate the schedule risk to the project sponsor.
- D. Monitor progress using a burndown chart after modifying the schedule baseline to meet stakeholder requirements.

3. A customer indicates that they would like to add functionality. Although this request is made during the execution phase of the project, the project manager finds that the cost for the addition would be small. The additional functionality, if successful, would increase the opportunity for profit.

What should the project manager do next?

- A. Agree that the functionality would offer a great opportunity, but the proposed addition is out of scope.
 - B. Schedule a meeting with the company's management team, and present the customer's request for additional functionality as a good opportunity.
 - C. Move forward, using the project's management reserve to add the requested functionality.
 - D. Identify an already-developed feature that could be combined with the new functionality and use the combination to meet the customer's request.
4. A project manager from a traditional project management organization is assigned to an ongoing project. Recently, the organization has started to use agile methodologies in its projects. The project manager hears that some team members feel like key subject matter expertise is missing and there is insufficient collaboration within the team.

How should the project manager respond to these team members' concerns?

- A. Employ third-party specialists to fill the knowledge gap.
 - B. Add additional resources via a request to the sponsor.
 - C. Add cross-functional internal resources.
 - D. Where possible, reduce the sprint backlog.
5. A new law is expected within the next four-to-five months that will affect the business's type of products. The next product launch is starting and should be completed within three months. Unfortunately, the new product would not meet the requirements of the proposed law.

How should the project manager respond to this potential problem?

Option A

- 1. Schedule a meeting with the sponsor and key stakeholders to discuss risks.
- 2. Using the results of the meeting, revise the assumption log and project charter.

Option B

- 1. Revise the risk management plan.
- 2. Move ahead with planning the project.

Option C

- 1. Move ahead with the project; following the plan.
- 2. Ensure on-time completion, so that the product will not be affected by any possible rule change.

Option D

- 1. Schedule a meeting with the sponsor and key stakeholders to warn them about the law.
- 2. Advise them to cancel the project until the legislation is finalized.

6. During a conversation with a friend, a project manager hears that a possible union action will occur within the next two weeks. The project manager knows that at this stage of the project, any project delays could cause substantial harm to both budget and schedule, and any union action will affect the project team.

Earlier, the probability of a union action was considered minimal. Thus, it was unanticipated.

How should the project manager respond to this issue?

- A. Notify relevant stakeholders and add the new risks to the risk register.
 - B. Get more information through informal discussions, and use what is found to decide on next steps.
 - C. Plan to reward those who do not participate and identify possible disciplinary actions for those who do participate.
 - D. Schedule a meeting with the union's leader in order to resolve any outstanding conflicts.
7. A company has a goal of increasing customer satisfaction within 4 months. A project is initiated to meet this goal.

The project manager needs to identify best practices.

What should the project manager utilize to accomplish this?

- A. Benchmarking
- B. Focus groups
- C. Facilitation
- D. Affinity diagram

8. A new product is released.

When a customer identifies performance issues with this product, the project manager realizes that cost of quality (COQ) should have been used to estimate this cost.

Which category of COQ should the project manager have used?

- A. Prevention costs
- B. External failure costs
- C. Appraisal costs
- D. Cost-benefit analysis

9. Your company manufactures memory chips for workstation computers. Your project involves manufacturing a very high capacity memory chip of 128GB. You have worked on the same project two years ago to manufacture low capacity memory chip of 2GB. You are starting this project. Which of the following is least helpful?
- A. The project statement of work documenting the characteristics of the project
 - B. Check historical information on the previous project manufacturing of 2GB capacity memory chip. This information could be helpful since this new project is similar in nature.
 - C. Enterprise environmental factors, such as stakeholders risk tolerances and marketplace condition
 - D. The project constraints and assumptions to make sure that any significant project risk can be identified and mitigated
10. Consider the following projects with their expected IRR (Internal rate of return): Project A has an IRR of 25%. Project B has an IRR of 17%. Project C has an IRR of 31 %.Project D has an IRR of 16%. Which of the following will be a better project for the company?
- A. Project A
 - B. Project B
 - C. Project C
 - D. Project D
11. Your management has decided that all the orders will be treated as "Projects". The Project managers will be required to update orders daily, resolve the issues, and ensure that the customer formally accepts the product within 30 days of completion. The revenue from the individual orders can vary from US \$100 to US \$150,000. The project manager will not be required to perform planning or provide documentation other than daily status. How would you define this situation?
- A. Because each individual order is a "temporary endeavor", each order is a project. This is truly a project management.
 - B. This is a recurring process.
 - C. This is program management since there are multiple projects involved.
 - D. Orders incurring revenue over US \$100,000 would be considered projects and would involve project management.
12. You are a project manager for the Oriental food airlines division. You're considering two different projects regarding food services on the airlines. The initial cost of Project Fish'n for Chips will be \$800,000, with expected cash inflows of \$300,000 per quarter. Project Picnic's payback period is six months. Which project should you recommend?

- A. Project Fish'n for Chips, because the costs on Project Picnic are unknown.
 - B. Project Picnic, because Project Fish'n for Chips' payback period is two months longer than Project Picnic's.
 - C. Project Picnic, because Project Fish'n for Chips' payback period is four months longer than Project Picnic's.
 - D. Project Fish'n for Chips, because its payback period is two months shorter than Project Picnic's.
- 13.** You've been hired as a manager for the "Rectification department" of Central Post office. The Rectification department is responsible for making necessary changes and remove the errors of customer accounts. This is a huge department, with several smaller departments that deal with specific accounts, such as personal data and Commercial details checking. You've received your first set of management reports and can't understand the information provided in it. Each department appears to be using different techniques to audit their work and record the data for the management report. You request a project manager from the PMO to come down and get started right away on a project to streamline this process and make the data and reports consistent. This project has come out as a result of which of the following?
- A. Customer request
 - B. Technological advancement
 - C. Business need
 - D. Legal requirement
- 14.** You work for a large, paint manufacturing plant. Your organization has planned to launch a new project to be released as an overseas product line. This is the company's first experience in the overseas market, and it wants to make a big splash with the introduction of this product. The project entails producing your product in a concentrated formula and packaging it in smaller containers than:
- A. The project manager should document the project's objectives and business justification in a project charter document and recommend that the project should proceed.
 - B. The project manager should document the business need for the project and recommend that a feasibility study be performed to determine viability of the project.
 - C. The project manager knows that the project has a go ahead and should document the project's objectives and known deliverables in a scope statement document.
 - D. The project manager should document the high-level product requirements and stakeholder expectations in a scope statement.
- 15.** You are a project manager for Dreamboats, Inc. You've been asked to perform a cost benefit analysis for two proposed projects. Project A costs \$2.4 million, with potential benefits of \$12 million and future operating costs of \$3 million. Project B costs \$2.8 million, with potential benefits of \$14 million and future operating costs of \$2 million. Which project should you recommend?
- A. Project A, because the potential benefits plus the future operating costs are less in value than the same calculation for Project B.
 - B. Project A, because the cost to implement is cheaper than Project B.
 - C. Project B, because the potential benefits minus the implementation and future operating costs are greater in value than the same calculation for Project A.
 - D. Project B, because the potential benefits minus the costs to implement are greater in value than the same calculation for Project A.

Answers

1. C

Explanation: A) No - This is not the best response as you may not fully understand the situation.

B) No - This is necessary but is not the first step

C) Yes - This is the best FIRST step before going to the CCB because this is a highly regulated industry

D) No - While this may provide guidance, this is not ultimately your decision to decide.

PMBOK Guide Sixth Edition (2018), Part 2 The Standard for Project Management / 1.3 Linking Organizational Governance and Project Governance PMI, p545

| Project Managers Portable Handbook, 3rd Ed (2010) Section 6. Project Initiation and Execution / 6.3 Legal Considerations and Execution

2. B

Explanation: Defining the minimum viable product would allow the team to release business value within timelines by focusing only on the must-have items that the business stakeholders need.

Essential Scrum: A Practical Guide to the Most Popular Agile Process (No Date) Kenneth S. Rubin, Chapter 17 Envisioning (Product Planning) / Product Roadmap Definition

| The Agile Practice Guide (2017), 3. Life Cycle Section / 3.1.3 Characteristics of Incremental Life Cycles, p23

3. B

Explanation: By building a small increment and then testing and reviewing it, the team can add value in terms of new functionalities or additional awarded projects. Important factor for a successful implementation and value capture is the response time of the team

PMBOK Guide Sixth Edition (2018), 1. Introduction / 1.2.4.1 Project and Development Life Cycles, p19

4. C

Explanation: Being an organization that is moving from Predictive to Agile Project Management, it is necessary to include Agile methodologies.

The Agile Practice Guide (2017), 4 Implementing Agile: Creating An Agile Environment / 4.3.2 Agile Teams, pp 40-41

5. A

Explanation: This new law can have a profound effect on the project. It will certainly lead to new potential risks, new assumptions and a possible charter change.

PMBOK Guide Sixth Edition (2018), 4. Project Integration Management / 4.1.3 Develop Project Charter: Outputs, p81

6. A

Explanation: The project manager needs to proactively approach this. By updating the risk register and by communicating this development to the appropriate stakeholders, they will be achieving this.

PMBOK Guide Sixth Edition (2018), 11. Project Risk Management / 11.7 Monitor Risks, p453-454

7. A

Explanation: Benchmarking involves comparing actual or planned products, processes, and practices to those of comparable organizations to identify best practices, generate ideas for improvement, and provide a basis for measuring performance.

PMBOK Guide Sixth Edition (2018) PMI/PMI/8.1.2.2/281

8. B

Explanation: External Failure Costs are those failures found by the customer.

PMBOK Guide Sixth Edition (2018) PMI/PMI/8.1.2.3/321

9. A

Explanation: "Least" is the keyword. As you were already involved in a similar project earlier, SoW is the last document that will help you in creating the Project Charter. All other options are very helpful in developing the Charter.

10. C

Explanation: Project giving maximum returns (i.e. IRR) is considered to be better

11. B

Explanation: The PM is not planning or creating exhaustive documentation for these orders. The activities are routine and repetitive (business as usual), hence it is a recurring process. It is not a program as the orders/projects are not inter-related. Options 1 & 2 describe true project management involving planning and all other PM domains. So they are not the options

12. B

Explanation: We have to compare apples to apples. We need to compare payback periods of both projects. By doing the math, pay back period for project fish n chips is \$300,000 per quarter and \$800,000 can be recovered in 2 quarters & 2 months (8 months). It is given that project picnic's payback period is 6 months. So Fish n Chips takes 2 months longer to pay back.

13. C

Explanation: This is pure business need of the CPO. It is neither legal or customer requirement.

14. B

Explanation: This is a new entry for the organization in the overseas market (new market). Hence project viability has to be determined as the concentrated formulas has to be shipped & exported. Business need to expand to the overseas market also has to be determined

15. C

Explanation: Cost/Benefit for both the projects is 0.2. Hence it boils down to operating costs. Project B has lower ops cost of \$2M against \$3M for Project A.

Exercise No 5 Hotspot and Matching Question

1. Match each Topic with its associated Module. (Drag the correct topic to the yellow destination. Note all Modules may not be used.)

Manage Compliance Requirements		Creating a High-Performing Team
Manage Conflict		Starting the Project
Manage Project Issues		Doing the Work
Plan and Manage Scope		Keeping the Team on Track
Define Team Ground Rules		Keeping the Business in Mind
Build a Team		

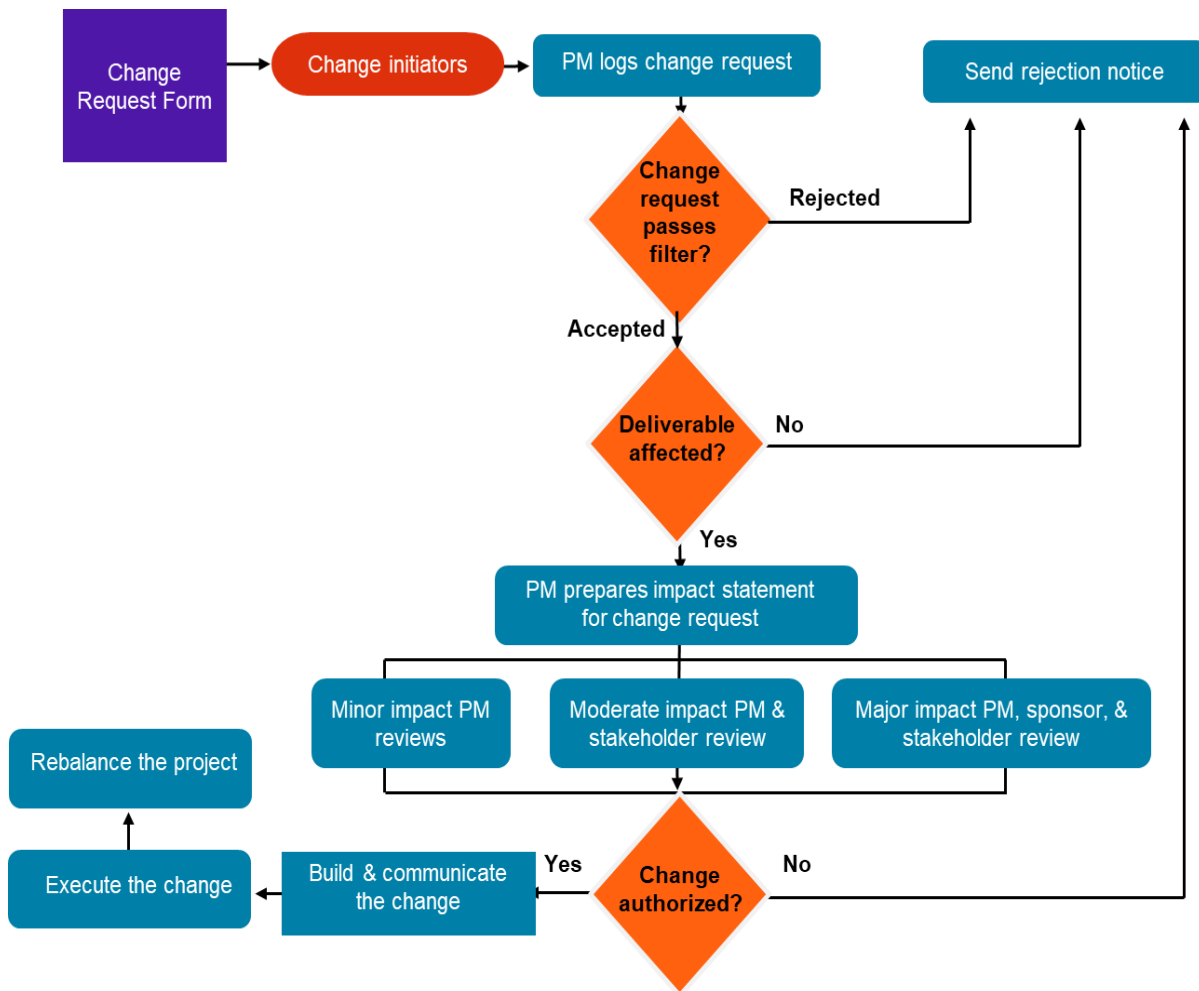
2. Match each component with its associated artefact. (Drag the correct component to the yellow destination. Note all Artefacts may not be used.)

Component		Artefact
Conflict management		Risk Register
Consulted		Skills List
Leadership		Issue Log
Accountable		RACI Chart
Responsible		
Servant Leadership		

3. The following items are causes for project changes (select 3 items)

Missed requirements
Specification changes
Stakeholder power changed
New regulations
2 Critical risks triggered

4. Click on the area where CCB (Change Control Board) is involved



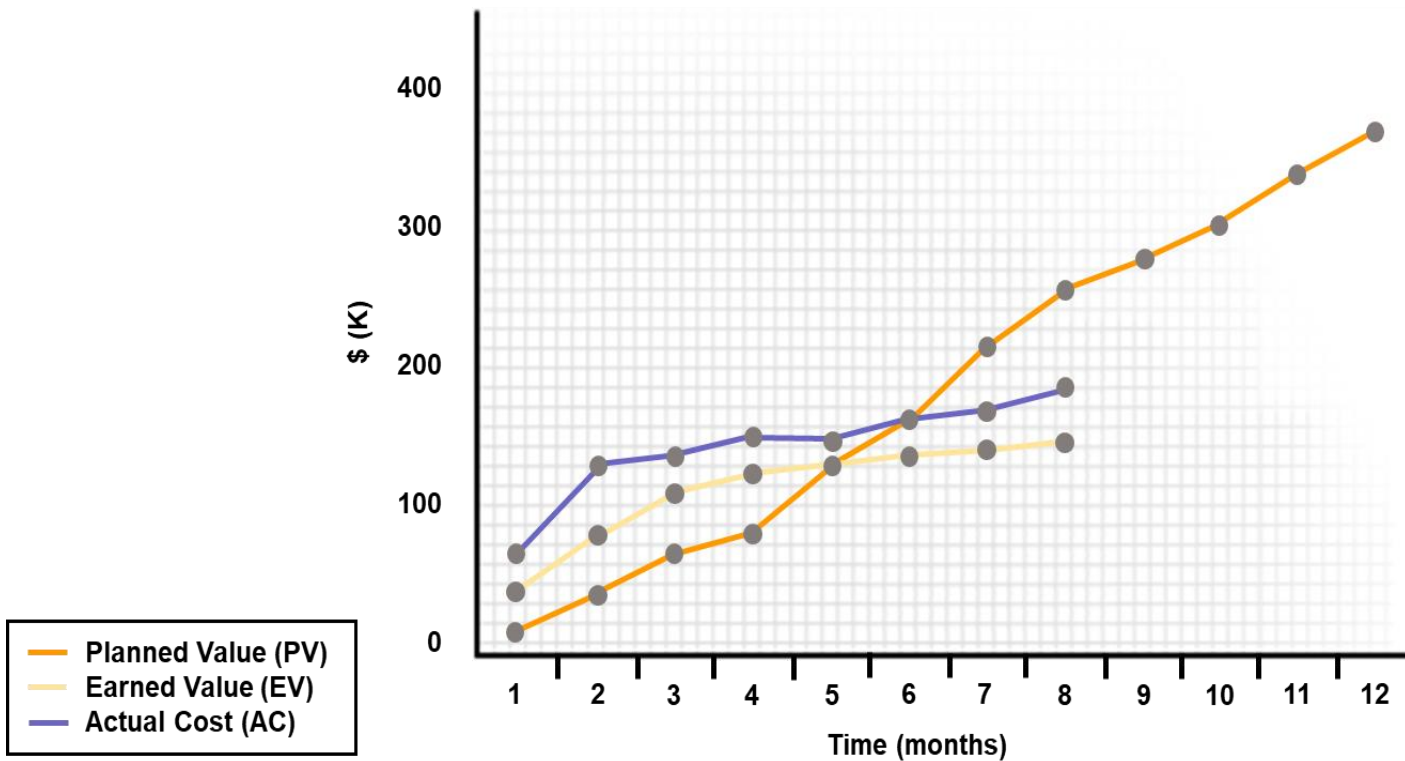
5. Fill-in-the-blank

Issue is a _____ condition or situation that may have an impact on the project objectives

6. Match each attribute with its associated Artefact. (Drag the correct topic to the yellow destination.)

Attribute		Artefact
Focused on the future		Risk Register
Focused on the present		Issue Log
Response is called a "workaround"		
Can be positive or negative		
Will always be negative		

7. Click on the BAC (Budget At Completion) area



8. Task is defined as the underlying _____ of the project manager within each domain area.

9. You are managing a large multi-year, multi-country project based out of Iceland. You have set up a Project Team. The Project Team is
- A. individuals who support the project manager in performing the work of the project to achieve its objectives.
 - B. all project stakeholders
 - C. staff in Iceland
 - D. individuals who support the project manager in steering the project & providing governance

10. Your project sponsor wants to know if Project Resource Management includes obtaining people for the project. Your answer would be:

- A. Yes
- B. No
- C. May be depending upon the project
- D. Only if the project is part of a portfolio

11. Steering Committee members are project stakeholders. Answer True or False

12. The following artifacts can reveal additional stakeholders as project progressesm(select 3)

Project Charter
Issue Log
Business Plan
Change Logs
RTM

13. You are managing a drug discovery project. You have just created a RACI chart. It is a type of:

- A. Risk Chart
- B. Change Chart
- C. Responsibility Assignment Matrix
- D. Earned Value Chart

14. Pre-assignment tools include (select 3)

RACI Chart
Compliance Chart
Focus Group
Structured Interviews
Attitudinal Surveys

15. Virtual teams are created for finding team members with greater skills, at lower costs, and avoid relocation expenses. Answer True or False

16. You are managing a clinical trials project including volunteers from different age groups. What do you consider when assigning resources to responsibilities? (Select 4)

- Skills
- Attitude
- Knowledge
- Ethnicity
- Experience

17. In agile practices, _____ will provide seamless visibility into project status across the stakeholder community.

18. You are managing a hospital augmentation project to increase additional 500 beds in 6 months. You are documenting how the teams make decisions. The artifact you are creating is:

- A. RACI Chart
- B. RTM
- C. Configuration Management Plan
- D. Team Charter

19. Match each topic with its associated management practice. (Drag the correct topic to the yellow destination.)

Topic		Management Practice
Avoid		Configuration Management
Withdraw		Conflict Resolution
Resolve		Risk Management
Pareto Chart		Issue Management
Version Control		

20. Effective conflict management is a very important management tool required in high risk projects. Ineffective conflict management leads to (select 3)

Destructive behavior
Animosity
Additional requirements
CPI >1
Reduced productivity

21. Code of Ethics and Professional Conduct for project professionals include (select 3)

Honesty
Generosity
Fairness
Positive attitude
Responsibility

22. You are managing a large cloud migration project. You are creating an agreement outlining the service expectations from the service provider. The agreement you are creating is:

- A. Make/Buy Decision
- B. SLA
- C. RCA
- D. RFQ

23. A contract between a service provider (internal or external) and the end user that describes the level of service expected from the service provider is:

- A. Project charter
- B. Fixed Bid Contract
- C. T&M Contract
- D. SLA

24. You have about 1000 user stories in a SCRUM project. The prioritization techniques you would use to determine objectives include (select 3)

Kano Model
MoSCoW (MSCW) Analysis
Planning Poker
100 Points Method
Thumbs up method

25. Identify Exciters / Delighters in the Kano Model



Solutions

1.

Topic		Module
	Build a Team, Define Team Ground Rules	Creating a High-Performing Team
	Plan and Manage Scope	Starting the Project
	Manage Project Issues	Doing the Work
	Manage Conflict	Keeping the Team on Track
	Manage Compliance Requirements	Keeping the Business in Mind

Justification

"1. Refer to the training slide deck. Two topics should be selected for ""Creating a High-Performing Team"" Module (or Lesson).

Note: question mentions ""not all modules may be used"" to confuse you. All modules are used in this question"

2.

Component		Artefact
		Risk Register
	Conflict management, Leadership, Servant Leadership	Skills List
		Issue Log
	Consulted, Accountable, Responsible	RACI Chart

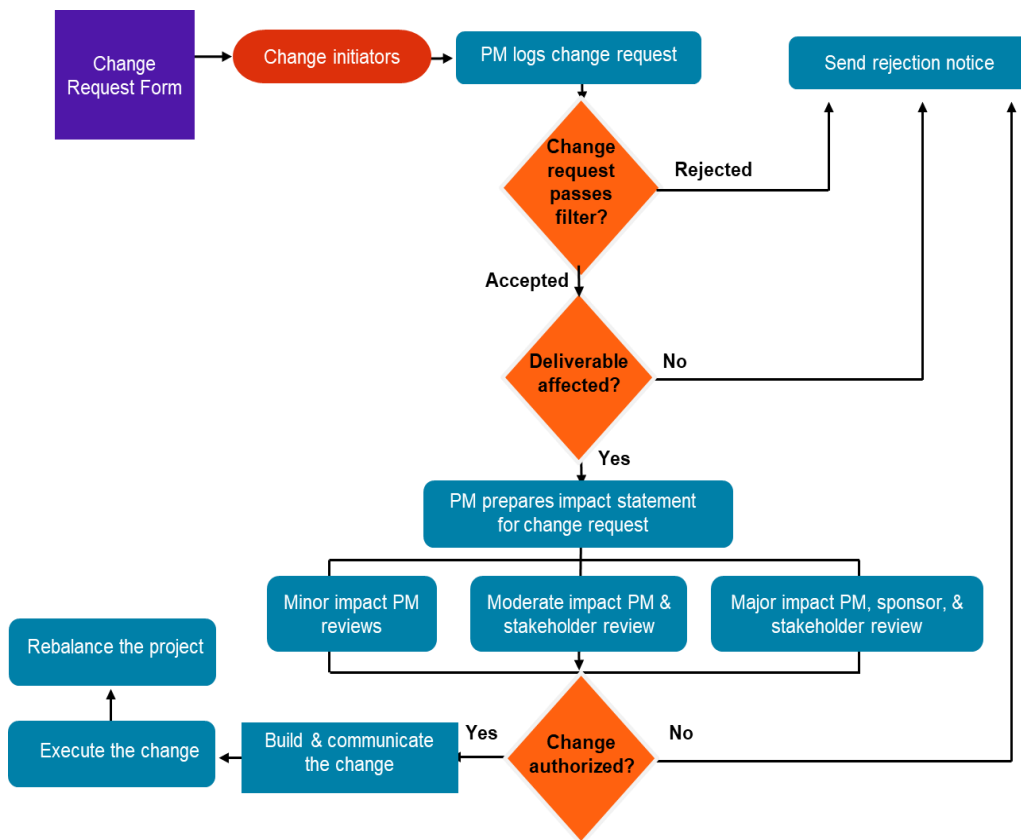
Note that Risk Register & Issue Log are additional artifacts here that do not have any matching components. Skills list has all skills except the RACI chart components (Responsible, Accountable, Consulted, Informed)

3.

Missed requirements	X
Specification changes	X
Stakeholder power changed	
New regulations	X
2 Critical risks triggered	

Stakeholder power or interest changes or risk triggering will not necessitate a change

4.



The CCB is involved in CR approval process. It is not involved during pre-filtering or accessing deliverable impacts

5. Issue is a **(current)** condition or situation that may have an impact on the project objectives

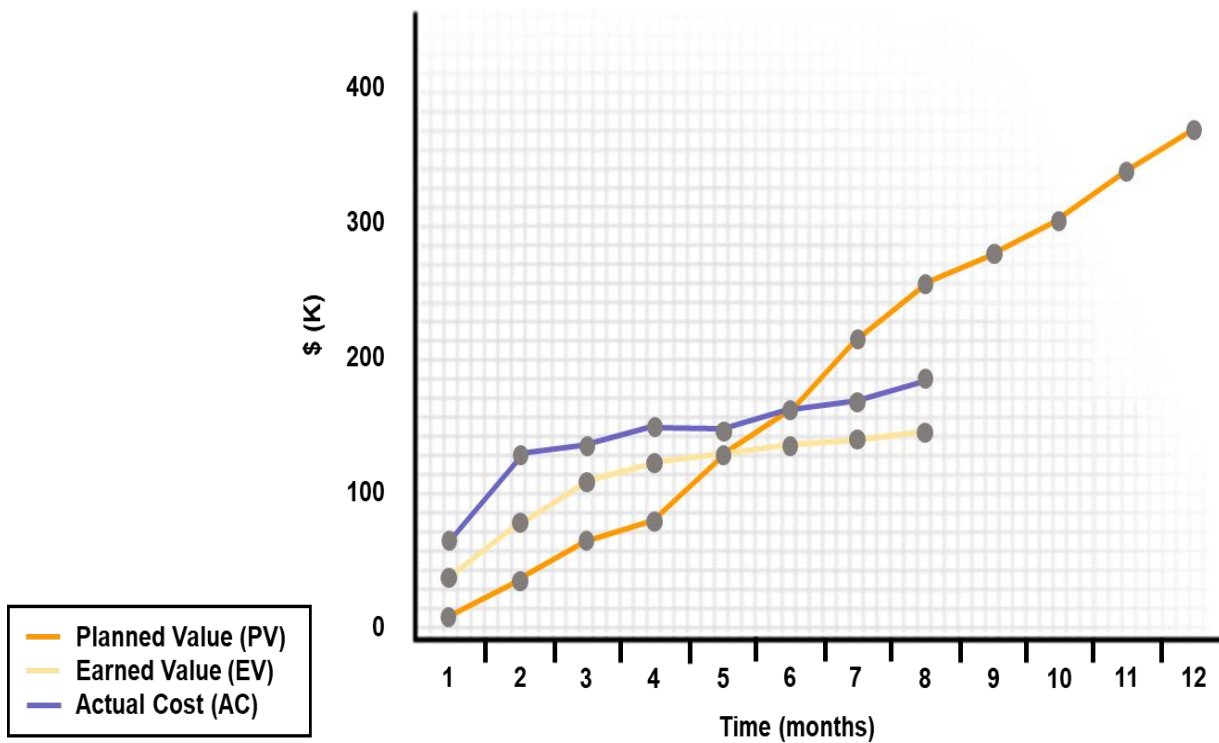
Issue is the current situation or an event that has already occurred. Whereas Risk is an uncertain event (has a probability of may occur or may not occur)

6.

Attribute		Artefact
	Focused on the future, Can be positive or negative	Risk Register
	Focused on the present, Response is called a “workaround”, Will always be negative	Issue Log

Issues are always negative & they current situations in the project

7.



Explanation: BAC is the total Project Cost Baseline (known as Budget At Completion-BAC). It includes project cost plus contingency reserve (that is reserved for known unknowns)

8. Task is defined as the underlying responsibility of the project manager within each domain area.

Explanation: Task definition in the ECO

9. A

Explanation: Definition of the project team outlined in the PMBoK Guide

10. A

Explanation: Resource management also includes obtaining the people

11. True

Explanation: Stakeholder is an individual, group, or organization that may affect, be affected by, or perceive itself to be affected by a decision, activity, or outcome of a project, programs, or portfolio.

- 12.

Project Charter

Issue Log

Business Plan

Change Logs

RTM

Explanation: Project Charter & Business Plans are not updated as project progresses

13. C

Explanation: RACI chart is a common type of responsibility assignment matrix (RAM) that uses responsible, accountable, consult, and inform statuses to define the involvement of stakeholders in project activities.

14.

RACI Chart
Compliance Chart
Focus Group
Structured Interviews
Attitudinal Surveys

Explanation: RACI & Compliance tools are used for work assignment or bench marking. They are not pre-assignment tools

15. True

Explanation: Basic idea of creating virtual teams is to avoid physical presence avoiding relocation

16.

Skills
Attitude
Knowledge
Ethnicity
Experience

Explanation: Ethnicity is not used for work assignment. Infact it is considered unethical & biased

17. In agile practices, information radiators can provide seamless visibility into project status across the stakeholder community.

Explanation: Visibility is the keyword here. Visibility is achieved through information radiators.

18. D

Explanation: Team decision making is part of Team Charter along with ground rules

19.

Pareto Chart	Version Control	Configuration Management
	Withdraw	Conflict Resolution
	Avoid	Risk Management
	Resolve	Issue Management

Explanation: Pareto Chart is used in Quality Management

20.

Destructive behavior
Animosity
Additional requirements
CPI >1
Reduced productivity

Explanation: CPI or requirements are not dependent upon conflict management. More over higher CPI cannot be achieved by ineffective conflict management.

21.

Honesty
Generosity
Fairness
Positive attitude
Responsibility

Explanation: refer to <https://www.pmi.org/-/media/pmi/documents/public/pdf/ethics/pmi-code-of-ethics.pdf>

22. B

Explanation: Service level agreement outlines the expected levels of service

23. D

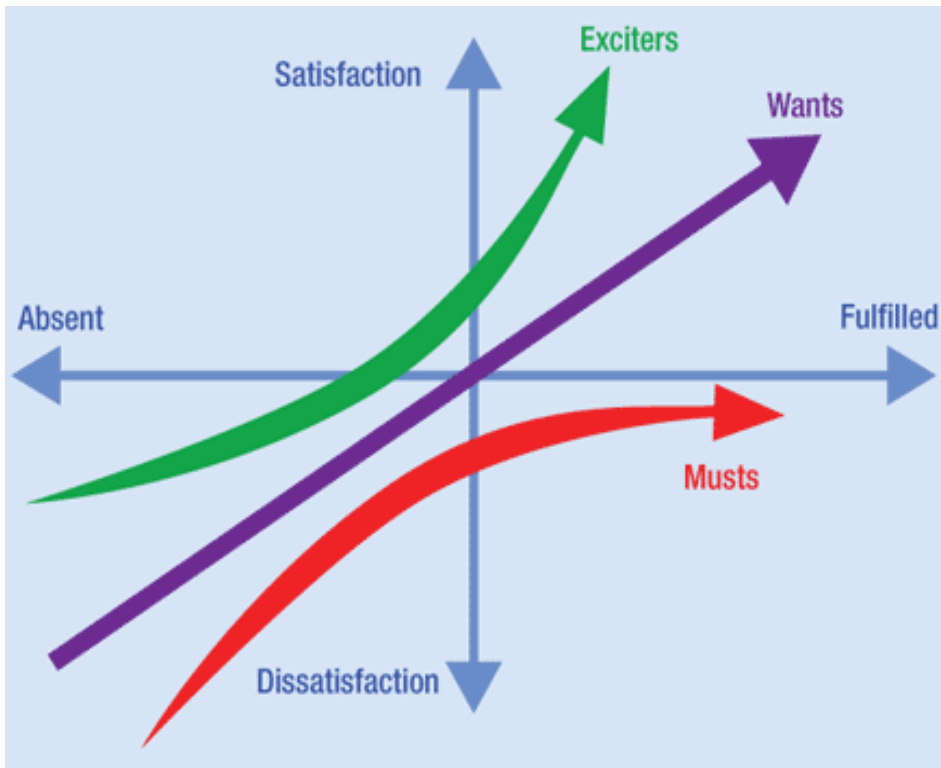
Explanation: Service level agreement outlines the expected levels of service

24.

Kano Model
MoSCoW (MSCW) Analysis
Planning Poker
100 Points Method
Thumbs up method

Explanation: Planning poker is estimation method. There is no thumbs up method in SCRUM

25. Identify Exciters / Delighters in the Kano Model



Explanation: Refer to the Kano Model: high levels of satisfaction that are less fulfilled are delighters

