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## Topic 1 - Single Topic

### Question #1

Topic 1

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

What should the project manager do next? ã xác nh risk t trc => ã có plan x lý risk khi xy ra

- A. Consult the risk register for an appropriate planned risk response and implement. Risk da duoc xac nhan tu truoc va da co plan xu ly khi xay ra
- B. Revise the project management plan and move the task to a time when the technical resource will be available.
- C. Review the business requirement with stakeholders and exclude the task assigned to the technical resource.
- D. Update the lessons learned report and the risk log to reflect that this risk has materialized.

### Question #2

Topic 1

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

What should the project leader have done to ensure success?

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

### Question #3

Topic 1

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

What should the project manager do?

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

## Question #4

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

What should the project manager do?

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

## Question #5

A project manager is working with a customer's team on a new project. Some product definitions and requirements are still not clear, but the customer wants to start activities as soon as possible. The organization is also expecting product delivery for a specific date due to a regulatory requirement. Due to the nature of the project, the project manager has decided to use a hybrid approach.

Why did the project manager choose a hybrid approach?

hybrid ko date restriction

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

## Question #6

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

What should the project manager do next?

- A. Implement new options Cn xem khi team collaborate thi tema cn gì to 1 môi trng virtual co-locate.
- B.** Examine the team's virtual needs
- C.** Rectify ground rule violations khc phc vi phm quy tc c bn
- D. Review performance formally

## Question #7

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

What should the project manager do?

- A. Review and reassign team assignments
- B.** Facilitate communication and team building
- C. Negotiate for new team members
- D.** Review and update the communications management plan cha bit cái gì cn review và cn thay i

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

What should the project manager do next?

- A. Request the scrum team to prioritize the product backlog
- B. Ask the product owner to prioritize the backlog with the project team    *thêm tính năng vào current sprint, ko phi thêm vào product backlog*
- C. Call for an internal meeting to discuss the changes and their value
- D. Incorporate the changes in the last sprint before the first release

## Question #9

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

What should the project manager have done differently?

- A. Performed a Scrum of Scrums on a regular basis to help the teams remove impediments    *Có th team ang thc hin scrum vn b li này*
- B. Formed a separate quality assurance team to test all items coming from each team at the end of each sprint
- C. Arranged an online session on the integration concept and suggested tools to the teams
- D. Ensured frequent and continuous integration of work to obtain early feedback and continuous learning    *team ko làm sai spec nêu ko cn feedback?*

## Question #10

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

What should the project manager do?

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

## Question #11

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

What should the project manager do to empower the local company?

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

## Question #12

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

What should the project manager do first?

- A. Review the scope and project objectives. Cn review scope trc ri mi làm vic vi client
- B. Enforce the penalty clause on the supplier.
- C. Take action to reduce the cost overrun.
- D. Work with the client on the scope completion.

## Question #13

In a geographically distributed project team, the project team members continue to email status reports and update schedules after their weekly meeting discussions. However, the team is having difficulty tracking the changes and progress made.

What should the project manager do?

- A. Facilitate training on version control and project artifacts.
- B. Maintain separate document control via regions to avoid discrepancies. tránh khác bit
- C. Maintain a central repository of artifacts with a version control system.
- D. Develop a document management software for version control.

## Question #14

A project manager has been assigned to a project where collaboration with the business is a critical key factor. The project manager is not sure about which approach to use. A senior project manager has been assigned to help the project manager.

What advice should the senior project manager provide?

- A. Work with the project manager to develop a new approach that will bring benefits to the project ko phi li khuyên
- B. Suggest using an agile approach since customer and team collaboration is critical for project success hp tác vs KH hn là àm phán hp ng
- C. Establish a project management methodology that requires the customer to provide daily updates to the team
- D. Provide a project management template for the project manager to follow as a guide

## Question #15

A project manager is managing a large project. A stakeholder has just discovered a new risk that has not been identified in earlier stages.

What should the project manager do?

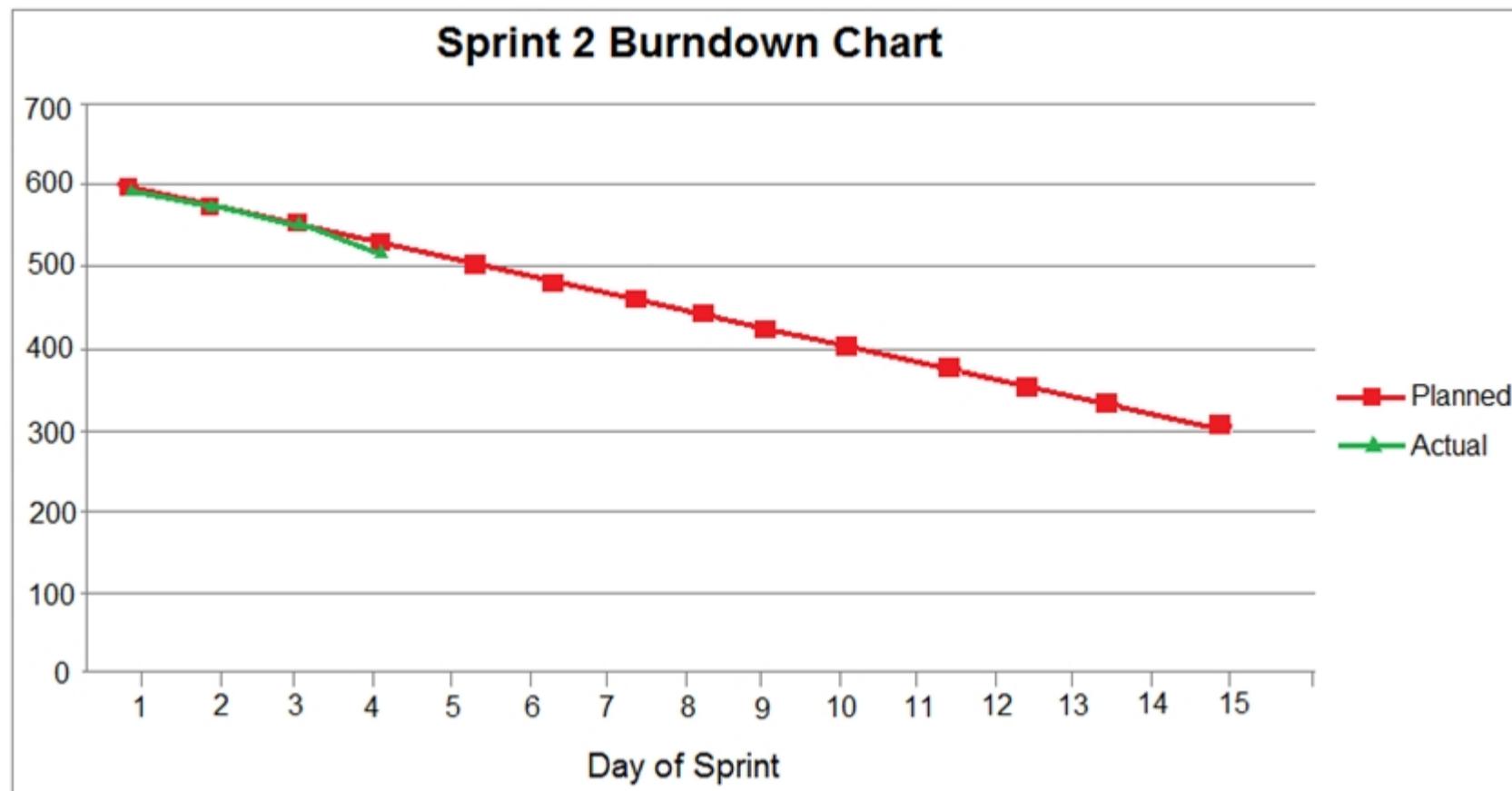
- A. Confirm to the stakeholder that the risk register has been completed and validated by all stakeholders PM là ngi thêm risk vào risk register
- B. Perform a risk analysis directly with the stakeholder who raised the risk and update the risk register
- C. Communicate the risk to the steering committee and request a mitigation plan from senior management
- D. Add the risk to the risk register and reevaluate the register with help from the project team and stakeholders

## Question #16

## Topic 1

A Scrum team is analyzing the burndown chart on day four of a 15-day sprint. The burndown chart is shown below.

What should the team do next?



- A. Ask the product owner if some low-priority stories could be cut from the sprint
- B. Continue with the sprint as the progress shows buffers for potential interruptions
- C. Ask the project team to select any additional stories as they have additional capacity than planned
- D. Continue with the sprint work as planned and keep monitoring

## Question #17

## Topic 1

A project manager is closing a project and preparing to hand it over to the operations team. During handover, a delayed invoice was submitted with a higher-than-planned cost against the project work. Consequently, project handover was delayed and the project's reported completion costs were increased.

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

- A. Notified all vendors about the invoicing and nonpayment deadlines
- B. Reviewed the total committed cost against the cost invoiced at project closing
- C. Involved the finance team and discussed the issue with the vendor
- D. Captured and reviewed all of the project work and related costs regularly

## Question #18

## Topic 1

**project quan trn g n n k th i chnh thi**

A project manager is assigned to a critical software development project. The team is using a hybrid approach and has divided development into four sprints. At the end of sprint three, the project manager discovers that the earned value (EV) is US\$500,000 and the planned value (PV) is US\$550,000.

What should the project manager do? **ch m tin SPI = EV / PV < 1**

- A. Fast track the project **có 2 cách fast-tracking và crashing (fast-tracking là làm song song), crashing là thêm resource**
- B. Adjust the budget
- C. Introduce a float
- D. Adjust the project time line

## Question #19

## Topic 1

A project manager is working with a co-located agile project team that has worked together long enough to be in the performing phase of team development. An unforeseen event has caused the team to be dispersed and they are now unable to co-locate.

What should the project manager do to keep the team performing as effectively as possible?

- A. Ask the project sponsor and executive stakeholders to encourage the team to maintain their performance
- B. Provide the team with virtual collaboration software and training on the software to minimize disruption **Cha có vn gì, và cha có requirement c rase lén cn dy software**
- C. Transition the team from an agile approach to a predictive approach for better performance control
- D. Evaluate project performance and step in if performance decreases to an unacceptable level  
**Performance ca team cha b drop**

## Question #20

## Topic 1

A project manager is reviewing the requirements of a large program.

Which requirements should the project team prioritize to avoid getting fines? **tránh b ph**

- A. Certifying sustainable products
- B. Establishing company processes
- C. Complying with new regulations **tuân th các quy nh mi**
- D. Developing new product lines

## Question #21

## Topic 1

During the lessons learned workshop, one stakeholder mentioned that the project was unsuccessful as it did not deliver the expected business value.

What should the project manager do to address this concern?

- A. Review the project management plan tasks with the stakeholders.
- B. Review the business benefits realization plan with the stakeholders.
- C. Review the project management plan budget with the stakeholders.
- D. Review the communications management plan with the stakeholders.

## Question #22

There is a conflict on an agile project about following organizational processes, many of which do not add any value to the project. To resolve this, which one of the following should be regarded with the highest priority?

- A. Needs of the organization
- B. Needs of the customer
- C. Needs of the agile lead
- D. Needs of the project manager

## Question #23

A project team is using one of the visual management tools to identify dependencies. It was identified that domain knowledge from one team needs to be shared with another team to ensure the continuity of deliverables.

What should the project manager do?

- A. Remove the dependency to eliminate the need for knowledge sharing.
- B. Redistribute the team members so knowledge is available in both teams.
- C. Merge both teams into one team so the knowledge is commonly available. chabit team size nên ko th merge c
- D. Request the respective teams to plan for knowledge-sharing sessions.

## Question #24

A team member who is working on a critical project deliverable reported that their computer is not working. The IT department says that due to a high workload, they will not be able to provide assistance for 1 week.

How should the project manager address this situation?

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

## Question #25

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

What should the project manager do?

- A. Changed the duration of iterations to deliver more value
- B. Validated the iteration goals with the customer ánh giá li iteratio goals vi KH trc khi thay i dition ca iteration. Nên nh cn phi xem xét ánh giá trc khi hành ng
- C. Invited the customer to the daily meetings
- D. Helped the team redefine the MVP

## Question #26

A project manager works in a hierarchical organization. The project team members are used to being told what to do, and the performance reviews include the percentage of completion of the allocated tasks. After a conversation with the sponsor, the project manager realizes that they need to reassign a couple of tasks to meet the next milestone. This change can be perceived as poor performance by the current assignees. What should the project manager do?

Nh là ngi chu tráh nhim delivery

- A. Organize a team meeting and inform the team members that, as the person accountable for delivery, they decided to change the task allocation
- B. Ask the more experienced team member privately to take the task and inform the other team members that work has been reassigned
- C. Ask the less experienced team member privately to stop working on the task and inform another team member that the work has been reassigned
- D. Organize a team meeting to inform team members about a change in direction and work with them to change the task allocation

## Question #27

A project manager has just been hired to lead a project team in a hybrid environment. The team is working on a group of critical projects. What should the project manager do to ensure the right environment and authority are in place to effectively deliver the projects?

- A. Create a project steering committee aligned with existing organizational structures. To 1 commitee, ng nghia vi vic to ra 1 nhóm các key stakeholders có thm quyn
- B. Develop a detailed project management plan to share with project resources.
- C. Develop a detailed risk log and share it with all of the project stakeholders.
- D. Appoint a self-organizing project team that is not influenced by organizational factors.

## Question #28

A building management system (BMS) project is in its commissioning phase and handover to the operations team will commence soon. However, the project manager noted that both the project and operation teams are not able to properly operate the BMS. As a result, there is an increased risk of the project schedule being delayed.

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

- A. Brought both teams together in a joint meeting to resolve the issue
- B. Made some adjustments to BMS to be more suitable for the teams
- C. Allocated a dedicated handover team at early stages of the project
- D. Allocated proper resources for training on BMS in the project plan

## Question #29

Topic 1

A team working on a close deployment waits to receive critical information from the customer. The customer keeps postponing sending the information which is delaying the deployment.

What should the project manager have done to prevent the delay?

- A. Obtained all critical information ahead of time    ko kh thi vì ko phi lúc nào thông tin cng có sn
- B. Involved the customer in the deployment process
- C. Used the sample data already in place
- D. Involved upper management in the process

## Question #30

Topic 1

A project manager is assigned to a new project that will launch the digital version of a current product. Even though the product is well known, the vision for its digital version is not clear to the stakeholders.

What should the project manager do to increase value delivery?

- A. Gather the team to create a comprehensive product roadmap but only commit to requirements for the next quarter
- B. Create a visual task board with all of the relevant stakeholders to support backlog prioritization
- C. Work with the team on the definition of a minimum viable product (MVP) and present it to the stakeholders
- D. Use spikes to dig deeper into the technical challenges of the new product, thus reducing the technical risk

## Question #31

Topic 1

A project manager is managing an internal project that was poorly defined. Recently, the project manager received several change requests raised by the organization's upper management.

What should the project manager do first?

- A. Assess the time overrun, and start implementation to avoid additional delays
- B. Motivate the team to avoid the frustration of working on a prolonged project
- C. Request a provisional budget increase to avoid any budget overruns
- D. Review the benefits of the proposed changes in relation to the business case

## Question #32

Topic 1

A project's customer is furious. When the customer arrived at the project site, they discovered that one of their requirements was not met.

What should the project manager do?

- A. Discuss and agree with the customer to implement the missing requirement
- B. Refer to the requirements traceability matrix and analyze the requirement    là artifact so sánh giữa requirement và deliverables
- C. Consult the scope management plan with the customer to understand the gap
- D. Analyze the benefits management plan and implement the needed change

## Question #33

Topic 1

A project manager is evaluating a project and realizes that its earned value (EV) shows the cost spent is higher than the value delivered. The project manager then discovers that the team has been adding small features that are not part of the requirements. What should the project manager do?

- A. Request additional budget because additional features are being added
- B. Ask the product owner to add the additional features to the requirements
- C. Encourage the team to continue, as this will eventually help the customer
- D. Ask the team to focus on and deliver only the agreed-upon features

## Question #34

Topic 1

A new law was published about zoning permits for telecom towers. This may cause cost and schedule overruns for the new network rollout. What should the project manager do?

- A. Meet the sponsor to ask for additional time and budget increase
- B. Minimize the scope to catch the cost and schedule baseline
- C. Update the project plan because the law is an obligation for the project
- D. Assess and prioritize the impact of the new law on the project plan

## Question #35

Topic 1

A controller proposed a budget reduction for projects because the majority of implemented solutions resulted in little returns on investment (ROI) or operational improvements. The project manager objected and presented project assets showing all solutions having been demonstrated, accepted, and delivered within the relevant framework constraints. The project manager suggested that the issues may stem from the project evaluation and selection processes.

What was the project manager demonstrating?

- A. Multiple stages of development that members may go through toward working formations
- B. Cause-and-effect identification in root cause analysis toward achieving project value
- C. Strategic negotiation techniques in determining budget priorities in future sessions
- D. Risk management in addressing impediments, obstacles, and blockers to project success

## Question #36

Topic 1

Eight highly qualified experts have been assembled to work for a 6-month period on a specific aspect of an organization's product development process.

How should the project manager support this team to succeed?

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

## Question #37

## Topic 1

A project manager wants to assign a junior engineer to a new project. In past projects, the engineer showed initiative to take on complex tasks and solve problems in innovative ways without any need for encouragement. However, the engineer declines the project manager's invitation to join the new project.

What is the most likely reason for the engineer's refusal to work on the project?

Ngay t u engineer không c assign task t PM này. Vìc assign này không chính thc

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

## Question #38

## Topic 1

During the execution of a project, a company decides that everybody will need to take vacation time before the end of the year. This may cause a change in the project time line.

How should the project manager address the situation?

- A. Agree with functional management and team members on a vacation schedule that would minimally impact the project schedule
- B. Submit a formal request to senior management asking them not to proceed with this decision based on the impact it will have on the project
- C. Push out the project timeline according to the vacation plan in place based on the recent company policy
- D. Discuss the vacation plan and include scheduling changes in the change log database  
không nh t thit toàn b worker u ngh tt, n ên cn trao i li và thay i schedule

## Question #39

## Topic 1

A project manager identifies an issue between two team members that is affecting the development of one of the deliverables during the second iteration of a project.

How should the project manager address this issue to avoid any impact to the project?

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

## Question #40

Topic 1

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

What should the project manager do?

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

## Question #41

Topic 1

ây là predict approach nên ko có iteration

A state-of-the-art product was delivered at the end of a project life cycle. However, the customer claims the product was not designed to specifications.

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

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

## Question #42

Topic 1

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

What should the project manager do next?

- A. Identify levels of decision-making authority **cha xác nh c cách thích hp**
- B. Evaluate demonstrated task accountability
- C. Determine the appropriate approach
- D. Analyze team member influence

## Question #43

Topic 1

A new major road project is starting, and the contractor has contractually committed to submitting regular status reports and participating in integration meetings.

Halfway through the project life cycle, the contractor stops participating in meetings and submitting reports, stating these items consume too much time.

What should the project manager do first?

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

## Question #44

Topic 1

While finalizing project management plans, a customer provides the project manager with a new set of quality standards to which the final product must adhere.

What should the project manager do to ensure a smooth delivery of the product?

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

## Question #45

Topic 1

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

What should the project manager do next?

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

## Question #46

Topic 1

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

What should the project manager do?

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

## Question #47

Topic 1

During a system demo, a project stakeholder rejects the features completed from the most recent user stories. According to the stakeholder, the product does not meet the quality standards required by regulations.

What should the project manager have done to avoid this?

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

## Question #48

Topic 1

A project is 70% complete when the project sponsor requests an additional deliverable.

What should the project manager do first?

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

## Question #49

Topic 1

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

What should the project manager have done to avoid this?

- A. Asked the sponsor to identify all required skills during the planning of the project
- B. Identified all required skills after the kick-off of the project
- C. Planned all required training for the team during the onboarding process
- D. Identified all required skills during the planning of the project

## Question #50

Topic 1

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

How should the project manager proceed?

- A. Create an environment where the agreement is reached by a majority vote
- B. Create an environment where the agreement is reached through discussion
- C. Establish recurring brainstorming sessions to discuss project issues
- D. Allow team members to contribute ideas in a stream-of-consciousness mode

## Question #51

Topic 1

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

What should the project manager do next?

- A. Request a teleconference meeting with the sponsor to submit a change request to allow the development team to conduct testing
- B. Engage with the functional manager to discuss details to obtain the required support
- C. Discuss testing requirements at the weekly project meeting to negotiate the best approach to test software
- D. Send an email to the procurement specialist to negotiate with a company that specializes in software testing

## Question #52

Topic 1

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

What should the project manager do?

- A. Discuss the lack of dedication with the team member and their functional manager
- B. Allow the most senior team members to decide the time that works for the team
- C. Remove the team member from the project team to be fair to the other members
- D. Reassess the team's hours collaboratively so that the team is not impeded by the issue

## Question #53

Topic 1

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

Compliance with the regulations will cause a major change in project scope.

How should the project manager respond to this requirement?

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

## Question #54

Topic 1

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

How should the project manager ensure the work continues smoothly?

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

## Question #55

Topic 1

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

What should the project manager do?

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

## Question #56

Topic 1

A team is having a hard time completing work due to unclear requirements. They have not been able to complete an iteration successfully in several months.

In order to help the team, what should the project leader do?

- A. Recommend that the team reviews the length of the iteration with the stakeholders.
- B. Recommend that the product owner reviews the backlog refinement processes.
- C. Recommend limiting the work in progress to improve the team's focus. Giúp to ra các iteration có thi gian ngn hn và defer cho ti khi có thên requirement
- D. Recommend a review of the team members' individual performances.

## Question #57

Topic 1

A project manager for an agile project is concerned that the team has been losing momentum over the last iterations.

Which two tools should the project manager use to analyze team performance? (Choose two.)

- A. Burndown chart
- B. Product backlog burnup chart
- C. Cumulative flow diagram of completed features Show bottle necks, not to track progress
- D. Work breakdown structure (WBS)
- E. Project schedule

## Question #58

Topic 1

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

How should the project manager avoid this situation in the future?

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

## Question #59

Topic 1

A company must implement a new regulation. The government has specified the date when the regulation will be enforced but has only provided high-level information on the regulation's requirements. Therefore, changes in definitions are to be expected due to uncertainty.

Which life cycle should the project manager use for this project?

- A A predictive execution strategy
- B An iterative execution strategy
- C An agile execution strategy
- D A hybrid execution strategy Bit c deadline

## Question #60

Topic 1

A project manager is managing a project that has a new sponsor who is cutting the budget.

As a servant leader, how should the project manager handle the budget cuts with the team?

- A Notify the project sponsor that the budget reduction will require a schedule slip and scope reduction.
- B Collaborate with the team to assess the impact of the change on the project and recommend an updated project plan.
- C Inform each team member that they must release a portion of their budget but must remain on schedule with no change to the scope.
- D Meet with the schedule coordinator and financial analyst to tell them which budget lines to reduce and where to release slack.

## Question #61

Topic 1

A project manager has completed an assessment of the project team's performance. Some team members have performed poorly on their assigned tasks.

What should the project manager do?

- A Create a new standard performance measure based on project requirements
- B Develop different approaches based on team members' motivation and ability
- C Develop a standard approach to provide feedback to all team members
- D Provide intensive oversight to the team members who performed poorly

## Question #62

An agile team has released the second version of its product, but the feedback is that the software has many bugs that compromise the user experience.

What should the project manager do?

- A. Hire an external consultancy firm to focus on testing and quality control to avoid the issue in the future
- B. Propose an internal program that offers incentives for the team members who find and fix bugs
- C. Closely evaluate the skill set of the team, looking for technical gaps that need to be filled in order to improve quality
- D. Facilitate the next retrospective meeting, focusing the team on analyzing root causes and proposing solutions

## Question #63

A key project stakeholder has started to escalate all issues and main requirements to the project sponsor. The project manager is concerned about the team not receiving direct communications from this stakeholder.

Which two actions should the project manager take to improve the relationship with the stakeholder? (Choose two.)

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

## Question #64

A project manager is leading a multiyear project that involves internal and external stakeholders. As the project manager begins to gather requirements, additional business stakeholders express interest in being involved.

Which three actions should the project manager take to ensure proper stakeholder involvement? (Choose three.)

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

## Question #65

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

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

## Question #66

*Topic 1*

A project manager is overseeing a project as part of a program geared toward a major technology disruption. The team is comprised of brilliant young professionals who have worked on different projects for the organization in the past. However, the team complained that they previously experienced a lack of direction during project execution and are afraid of the same issue in this project.

Which two actions should the project manager take to ensure that this issue does not occur in this project? (Choose two.)

- A. Organize a team-bonding activity and invite an external manager to speak to the team.
- B. Set a clear vision for the project and ensure it is visible to all stakeholders.
- C. Focus on the resource management plan and track project progress.
- D. Encourage the team to do a brainstorming session and provide a mitigation plan.
- E. Keep the team engaged and focused on the project's direction.

## Question #67

*Topic 1*

Due to organizational changes, several key stakeholders are replaced by new ones in the middle of a project. As a result, numerous new requirements are raised.

What should the project manager do to ensure success of the project?

- A. Review and prioritize new requirements with stakeholders to determine which change requests are needed.
- B. Seek immediate approval to amend the project timeline and budget in order to deliver all new requirements.
- C. Escalate the issue to the project sponsor and seek support to keep the original requirements.
- D. Emphasize to the new stakeholders that new requirements are not allowed at this stage of the project.

## Question #68

*Topic 1*

One phase of a project took much longer than initially anticipated. The key stakeholders expressed their concern regarding a potential project delay.

What should the project manager do?

- A. Request additional contingency from the sponsor
- B. Add more float to the overall project schedule
- C. Expedite the next phase to reduce slippage
- D. Organize a root cause analysis (RCA) workshop

## Question #69

Topic 1

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

Which release strategy should the project manager recommend?

- A. An iterative-based strategy to maximize value by releasing the product to each country as it is finalized and ready for release in that country
- B. A financial-based strategy to reduce the roll-out effort and costs by planning a single, bundled release to all countries at the same time
- C. A risk-based strategy to maximize the perceived value of the product by launching it to the countries with the lowest technical complexity
- D. A quality-based strategy to maximize post-market adoption by releasing the product to the countries with the lowest probability of reporting field issues

## Question #70

Topic 1

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

How should the project manager ensure that the new project manager continues to update this particular stakeholder?

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

## Question #71

Topic 1

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

What should the project manager do next?

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

## Question #72

Topic 1

A project manager for a software development company faces a number of financial risks in their project. The project manager needs to frequently check the strength and efficiency of the risk management process.

What should the project manager use to accomplish this?

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

## Question #73

Topic 1

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

What should the project manager do?

- A. Discuss the individual's behavior with the other team members to determine if they have noticed and know what is going on
- B. Attend more team meetings to observe the team more closely to determine the root cause
- C. Discuss the project manager's observations with the individual to determine why they are behaving this way
- D. Discuss their performance with the team member's functional manager as well as human resources (HR) and discuss next steps

## Question #74

Topic 1

In a newly formed project team, one experienced team member is overwhelmed by the complexity of the tasks and is not happy with the project team.

What should the project manager do?

- A. Explain that the tasks are unavoidable and ask the team member to find a solution to overcome the challenges
- B. Set up team-building activities with the project team members to reduce tension
- C. Ask the team member to enter this potential schedule delay in the risk register
- D. Actively listen to the team member and identify ways to support their needs in completing the tasks

## Question #75

Topic 1

A project is being delayed due to a large amount of rework caused by a quality problem that is impacting the critical path.

What should the project manager do?

- A. Report the delay with rectifying actions to the project management office (PMO).
- B. Rebaseline the project schedule to absorb the delay.
- C. Notify the project steering committee about the cause of the delay.
- D. Report the delay with rectifying actions to the change control board (CCB) for review.

## Question #76

Topic 1

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

- A. Ask the functional manager to replace team members not following the ground rules.
- B. Schedule a meeting with the project team to reinforce the ground rules.
- C. Notify the project sponsor about this behavior and ask the sponsor to take disciplinary action.
- D. Contact human resources to request a written warning letter be sent to team members not following the ground rules.

## Question #77

Topic 1

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

What should the project manager do to support the team?

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

## Question #78

Topic 1

A customer has provided excellent feedback on the project. However, a key project resource is leaving the company.

Which measure should mitigate the impact of this key resource's departure?

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

## Question #79

Topic 1

A project manager is working on an enterprise resource planning (ERP) initiative that contains stakeholders spanning numerous business lines.

The project manager begins to identify, evaluate, and categorize the stakeholder relationships to the program.

What is the purpose of this process?

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

## Question #80

Topic 1

A company just started managing a project using an agile approach. Due to this change, the general manager is worried about the scope definition process for upcoming projects.

What should the project manager do to ensure the project scope is completely defined?

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

## Question #81

Topic 1

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

What should the project manager do?

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

## Question #82

Topic 1

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

What should the project manager do?

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

## Question #83

Topic 1

A project manager is working for an organization in country A and has been tasked with opening the first brick-and-mortar store in country B. The sponsor has identified the city for the store and wants to minimize any potential issues with the local government.

Which action should the project manager take to address the sponsor's request?

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

## Question #84

Topic 1

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

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

- A. Recommend agile training programs that best suit the client project manager's schedule.
- B. Propose a session for essential agile knowledge transfer for the client team to align with the daily meeting goals.
- C. Realign the project to a predictive approach to ensure optimal collaboration between the teams.
- D. Provide the client project manager with agile best practice documents and web resources.

## Question #85

Topic 1

A project manager is working in a company that has several global offices. During resource planning for a new project, the project manager realizes that the company requires projects to include team members from different continents.

What should the project manager do to ensure a successful project execution?

- A. Plan for a meeting with the project sponsor to discuss the possibility of utilizing only local colleagues.
- B. Send emails with information about the project deliverables on the first day of the project.
- C. Connect with every location and check their preferred methods of communication.
- D. Invite all resources to the project manager's location to form a cohesive team until all deliverables are completed.

## Question #86

Topic 1

A business stakeholder for a project is reluctant to accept an agile approach due to a previous bad experience, and is pushing for a predictive approach.

What strategy should the project manager use to persuade the stakeholder to use an agile approach?

- A. Agree on a predictive approach, but apply agile concepts under the project management umbrella.
- B. Ensure the stakeholder that an agile approach will deliver all of the expected results in a shorter period of time.
- C. Document the request and escalate to upper management to consider a modification of the project charter.
- D. Propose a phased project approach with multiple small interactions and build trust with the stakeholder through frequent value delivery.

## Question #87

Topic 1

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

What should the project manager do next?

- A. Hire a company in country B to perform a quality check before shipment
- B. Evaluate the procurement contract to determine the agreed-upon specifications
- C. Escalate the issue to the purchasing department for review
- D. Add an additional task to cut the received part according to the specifications

## Question #88

Topic 1

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

What should the project manager have done to avoid this?

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

## Question #89

Topic 1

The project manager is reviewing a project's progress and notices that one of the risks has become an issue.

What should the project manager do to address the situation?

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

## Question #90

Topic 1

A project manager has begun a complex oil refinery project. Although the project is in the initiation phase, the sponsor keeps asking for concrete dates for the most important project milestones.

When will the project manager be able to provide the requested information?

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

## Question #91

Topic 1

After conducting a performance assessment, the project manager identified that some gaps still exist.

What should the project manager ensure?

- A. Awards are given to all team members for playing a role in the project and undertaking the assessment.
- B. Performance improvement programs are organized for all team members who were assessed.
- C. All team members rotate their job schedules immediately to make them versatile.
- D. Assessment results are kept private and not shared among team members.

## Question #92

Topic 1

A project is in the execution phase. The client was actively involved in the early stages but has been less engaged lately. A number of changes to the requirements have recently been requested.

What should the project manager do next?

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

## Question #93

Topic 1

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

2 days.

What does the project manager need to do now?

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

## Question #94

Topic 1

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

What should the project manager do?

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

## Question #95

Topic 1

A project manager has been assigned to manage multiple agile project teams. The project manager wants to empower the teams and make them self-organizing.

What should the project manager do to create a positive environment?

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

## Question #96

Topic 1

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

How does the project lead ensure adherence to agile practices?

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

## Question #97

Topic 1

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

What should the project manager do?

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

## Question #98

Topic 1

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

What should the project manager do?

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

## Question #99

Topic 1

A medium-sized company has been exploring new marketing tactics with regard to launching a new product. New product creation is no small task. In the end, it was too big of an expenditure for the company to undertake.

What should the project manager do in the future when working on new product projects?

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

## Question #100

Topic 1

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

What should the project manager do?

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

## Question #101

Topic 1

A project manager is starting a new project, and the project team is located in different countries. The team was going to use a specific tool to hold virtual meetings. However, that tool is not available in one team member's country.

How should the project manager deal with this situation?

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

## Question #102

Topic 1

Halfway through a project, the project sponsor is replaced by another peer who was not previously engaged in the project. The new project sponsor has rejected most of the project artifacts, and the team did not get the latest increment approved on the current iteration. Stakeholders are not feeling confident about the project outcome.

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

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

## Question #103

Topic 1

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

What should the project manager do next?

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

## Question #104

Topic 1

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

What should the project manager do?

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

## Question #105

Topic 1

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

What should the project manager do?

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

## Question #106

Topic 1

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

What should the project manager do?

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

## Question #107

Topic 1

A project manager is developing the stakeholder register and is having trouble understanding the motivation of some of the stakeholders.

What should the project manager do to get this information?

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

## Question #108

Topic 1

During a project's initiation phase, a lessons learned sharing session was held with the team from another project. Low construction productivity was discussed as a potential delay to project completion.

What should the project manager do next?

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

## Question #109

Topic 1

A project manager is managing a mobile application development project when one of the experienced team members starts missing deadlines.

The delays will impact project implementation.

What should the project manager do next?

- A. Assign an additional resource to help the team member with the tasks
- B. Ask the team member's functional manager if there are any known issues
- C. Convene a team meeting to encourage and motivate the entire team
- D. Meet with the team member to understand their concerns and/or issues

## Question #110

Topic 1

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

- A. Engage the agile resources through video conferencing on a daily basis
- B. Advise the sponsor that the project will be delayed as agile training will be required
- C. Request a budget extension to get local resources experienced in agile
- D. Plan to have the agile resources temporarily relocate to the project manager's location

## Question #111

Topic 1

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

- A. Set up a lessons learned session from a similar project.
- B. Hold a team charter discussion.
- C. Schedule a release planning session.
- D. Conduct a product roadmap session with the team.

## Question #112

Topic 1

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

How should the project manager inform the stakeholders of the project's progress?

- A. Complete the outstanding functionalities before informing the sponsor of the project progress
- B. Communicate the benefit expectations and the action plan for the pending functionalities
- C. Send an email with the monthly project progress to all relevant stakeholders
- D. Report that the project has not fulfilled all the expected functionalities

## Question #113

Topic 1

A project manager is working on the delivery of a solution that needs to be deployed to the public quickly. The project team is experienced, the stakeholders are supporting the delivery, and the customer is cooperating.

What strategy should the project manager use to ensure on-time delivery of the solution?

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

## Question #114

Topic 1

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

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

## Question #115

Topic 1

A few virtual team members are located in a region that generally has good internet connectivity. However, they frequently experience connectivity issues joining team calls during the day.

What should the project manager do?

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

## Question #116

Topic 1

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

What should the project manager do first?

- A. Meet with the team and decide the type and frequency of the reports to send to the CEO
- B. Send the CEO one executive summary per week instead of five reports per week
- C. Review the communications management plan
- D. Review the stakeholder engagement plan.

## Question #117

Topic 1

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

How should the project manager manage this challenge?

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

## Question #118

Topic 1

During iteration planning, team A identifies that an important deliverable is dependent upon a deliverable from team B.

What should the project manager do?

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

## Question #119

Topic 1

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

What should the project manager do?

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

## Question #120

Topic 1

A project manager is planning a project with multiple work packages. Each work package has its own defined scope, but funding will be at the project level.

How should the project manager determine if the allocated resource budget is sufficient to cover the resource costs of the project?

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

## Question #121

Topic 1

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

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

## Question #122

Topic 1

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

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

## Question #123

Topic 1

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

What should the project manager do?

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

## Question #124

Topic 1

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

Which project management approach should the project manager use?

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

## Question #125

Topic 1

An agile team member received certification on a new tool; however, this team member is complaining that the rest of the team is not using the tool due to lack of knowledge.

How should the servant leader apply emotional intelligence to leverage this situation to benefit the project?

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

## Question #126

Topic 1

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

What should the project manager do next?

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

## Question #127

Topic 1

A project schedule risk has turned into an issue. The project manager foresees delays in project execution.

What should the project manager do to resolve the issue?

- A. Escalate the issue to senior leadership for resolution
- B. Work with relevant stakeholders to determine possible solutions
- C. Update the schedule baseline to the new project time line
- D. Update the risk management plan and send it to the project team

## Question #128

Topic 1

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

- A. Communicate with the vendor and project team and explore possibilities for resolving the issue
- B. Wait until the vendor cannot deliver and then invoke liquidated damages based on the contract
- C. Escalate to management and prepare for project closure by canceling the contract with this vendor
- D. Adjust the project schedule to accommodate the current development progress of the vendor

## Question #129

Topic 1

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

How should the project manager resolve the problem?

- A. Use a direct, collaborative approach with the technician and supervisor
- B. Provide a just-in-time training to the technician to improve their skill set
- C. Replace the technician with a high performing resource as time is critical
- D. Talk to the supervisor to tone down their approach and attitude

## Question #130

Topic 1

A project is comprised of team members who are not engaged and committed to project success.

What should the project manager do to address this situation?

- A. Contact the project sponsor to request approval to release the current team and hire replacement personnel
- B. Call each team member to gain their perspective on the problem, then bring the whole team together to discuss a solution
- C. Send each team member a direct email indicating that disciplinary action is likely if they do not change their attitude
- D. Accept the situation knowing there is schedule slack available to release on an incremental basis when necessary

## Question #131

Topic 1

A project manager has been assigned a project to build a new solar farm that will provide clean energy to a new housing complex. The government has decided to reduce the tax on renewable energy products starting 1 January. The supplier has reached out and stated that the order placed for solar panels to be delivered on

20 December might be delayed until early January. On the other hand, the project will face similar constraints due to the December holidays.

What should the project manager do about this risk?

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

## Question #132

Topic 1

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

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

## Question #133

Topic 1

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

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

## Question #134

Topic 1

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

What should the project manager do?

- A. Create an opportunity for the project team to recognize this developer
- B. Print a recognition certificate and present it to the developer during a meeting
- C. Send a recognition email to the team and copy management
- D. Reward the developer according to their motivations and interests

## Question #135

Topic 1

A global program is being kicked off, and various distributed teams are involved in delivering the initiative. Besides planning and executing the scope for the initiative, team interactions must be considered.

How should the project teams interact in their meetings?

- A. Videoconferencing
- B. Encrypted emails
- C. Phone conversations
- D. Chat conversations

**Question #136***Topic 1*

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

What should the project manager do in this situation?

- A. Assess the team's capacity to absorb the workload
- B. Evaluate and understand the cause of the conflict
- C. Escalate the situation to the project sponsor
- D. Reject the workload back to the global team

**Question #137***Topic 1*

A company is transitioning projects from a predictive to an agile approach. The CFO is concerned that one of the agile projects has an important feature for the financial department that is being delayed for a later iteration.

What should the project manager do to clarify the situation?

- A. Request support from the CEO on how to deal with the situation
- B. Increase the size of the team in order to match any prior expectations of the CFO
- C. Create an executive board to review the product backlog and replan the next iterations
- D. Clarify with the CFO that the prioritization process is based on business value

**Question #138***Topic 1*

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

How should the project manager ensure that project risks are reported accurately in the risk register?

- A. Update the risks in the risk management plan
- B. Review the risks throughout project execution
- C. List the project risks identified in the kick-off meeting
- D. Plan to update the risks at project closure

## Question #139

Topic 1

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

What should the project manager do to resolve this conflict?

- A. Ensure the new supervisor takes the lead when being challenged
- B. Give the project team time to work through the issues with the new supervisor
- C. Immediately remove the resource from the project team
- D. Communicate with the resource on the roles and responsibilities of this project

## Question #140

Topic 1

A project manager sent the first communication about the project management plan to the team. The next day, two field engineers were asking about their roles and the project schedule.

What should the project manager have done?

- A. Sent the roles and responsibilities matrix along with the project management plan
- B. Confirmed that the communication was understood and solicited feedback from the team
- C. Briefed each team member on their roles before sending the project management plan
- D. Discussed the roles with the managers to help explain them to their team members

## Question #141

Topic 1

A solution designer in an agile team often passes the design information to team members without any documentation. This has resulted in misunderstandings within the team.

What should the agile leader do?

- A. Move the solution designer to another team
- B. Review the process that resulted in this situation
- C. Ask the team to document the design
- D. Stop work until the design document is completed

## Question #142

Topic 1

A software system is being built for a company. Once the system is in production, the team would like to collect usage data to evaluate the delivered value.

Which evaluation practice should the project lead use to obtain accurate usage data?

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

## Question #143

Topic 1

A software project using an agile approach is facing quality issues with every release, generating many production problems.

What should the project manager do to fix the problem and improve the quality?

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

## Question #144

Topic 1

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

Which tool can the project manager use?

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

## Question #145

Topic 1

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

Which delivery approach should the project manager use for this project?

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

## Question #146

Topic 1

During the implementation phase of a construction project, a key supplier went bankrupt and cannot supply the contracted material. This issue could affect the project schedule.

What should the project manager do first?

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

## Question #147

Topic 1

A project manager for a factory construction project in a small town is evaluating the necessary actions to engage stakeholders. The local community is speculating the impact of the facility. There are rumors of job opportunities and environmental impacts, which are listed on the project risk matrix.

What should the project manager do with regard to community engagement in this situation?

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

## Question #148

Topic 1

A project manager was replaced in the early phases of a new project. The new project manager discovers that the business team is not supporting the project.

After discussing these concerns with the team, it is determined that the project does not have the full support of senior management.

What should the new project manager do next?

- A. Request the business team to clearly define their issues with the project work completed to date.
- B. Send out a status report describing the situation to the stakeholders and request general assistance.
- C. Study the stakeholder analysis to understand which stakeholder holds the most influence and seek their assistance.
- D. Ask senior management to be more involved with the project and to provide their full support.

## Question #149

Topic 1

A company has rolled out the latest retail management system, and the project has been handed over to operations. The operations team finds that many of the day-to-day requirements are not covered in the system, and support for the project has limited hours. The project team has dissolved and the contract resources are no longer working on the project. As a result, the operations team has been facing numerous customer issues.

What should the project lead have done initially to avoid this situation?

- A. Involved operations stakeholders during planning
- B. Reviewed the project management plan
- C. Increased support hours for the hours of operation
- D. Created a detailed operations manual

## Question #150

Topic 1

A project team is transitioning from a predictive to an agile approach. The project manager is trying to minimize the support issues that the product has had in production. One particular pain point is the transition to operations, where the issues usually arise. What should the project manager do to improve this scenario?

- A. Engage the operation teams in the retrospectives and demo sessions and incorporate their feedback on project activities
- B. Increase the focus on backlog items that cover support requirements, as well as product manuals and operation guides
- C. Foster stakeholder participation by engaging them early on the backlog discussions
- D. Ask the support/operation team to participate in the daily standup meetings to contribute to the project's progress

## Question #151

Topic 1

After signing an agreement with a vendor, the project manager notices that the vendor is continuously asking for changes on the procurement statement of work (SOW). These changes would improve the project outcome. What should the project manager do next?

- A. Consult the list of selected vendors for the bid and evaluate a possible change of vendor.
- B. Revise the procurement control process to avoid undesired changes that might affect the schedule.
- C. Assess the situation as an opportunity for improvement and perform a risk analysis.
- D. Conduct an audit on the procurement process and inform the vendor about the audit's observations.

## Question #152

Topic 1

A project manager is performing earned value management (EVM) for a cross-country pipeline project. The project manager has determined the ratio of earned value (EV) to actual cost (AC) for the project and has found the calculated result to be 0.9024.

What does this value mean for the project?

- A. The project is earning less value than was planned
- B. The project has started exceeding the planned cost
- C. The project has earned more value than planned
- D. The project is close to exceeding the planned cost

## Question #153

Topic 1

A customer complains that the user stories released so far contain too much jargon and do not reflect the expectations of the product. What should the project manager do next?

- A. Rewrite the stories to include the technical vision of the product
- B. Ask the senior developer to rewrite all the stories
- C. Engage with the customer and rewrite all the stories
- D. Request approval from the company director to conduct training for the team

## Question #154

Topic 1

An unforeseen event has shut down public works projects for 4 weeks. Activities on the critical path will fall behind based on the project schedule. What should the project manager do?

- A. Add 4 additional weeks to the schedule and request additional resources.
- B. Ask the sponsor to obtain a special work permit to continue work.
- C. Crash the resource management plan to keep the schedule on track.
- D. Review the project management plan to see the impact of the possible delay.

## Question #155

Topic 1

During a regular project progress meeting, the CEO informed the project manager that a major stakeholder has been unaware of recent developments on the project. The project manager is sure that the stakeholder was duly identified and classified in the stakeholder register. Which project document should the project manager review in order to determine the reason for this issue?

- A. Requirements traceability matrix
- B. Issue log
- C. Stakeholder register
- D. Stakeholder engagement assessment matrix

## Question #156

Topic 1

A healthcare organization hired a new compliance specialist to ensure that the healthcare compliance needs are met. The feedback about the new compliance specialist from the team was average.

What should the project manager do to help the new compliance specialist improve?

- A. Coordinate a one-to-one meeting with the specialist to assess the situation
- B. Escalate this situation to the manager of the area for a possible solution
- C. Provide time for the specialist to adjust to the pace of the project
- D. Contact the human resources (HR) manager about the team's feedback

## Question #157

Topic 1

A company has selected a cross-functional team to develop an innovative digital product to drive the digital transformation project for the business.

What should the project manager do to ensure business value is delivered early?

- A. Create robust incentives to the team members to encourage speedy delivery
- B. Create a detailed project plan and escalate delays to the functional managers
- C. Break down the deliverables into sprints and deliver value incrementally
- D. Fast track the project and monitor tasks closely to ensure timely delivery

## Question #158

Topic 1

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

What approach should the project manager propose?

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

## Question #159

Topic 1

A company is using an agile approach to launch a new product. In the second sprint, the team encounters a technical problem they have never faced before.

What should the project manager do?

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

## Question #160

Topic 1

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

What is the root cause of this issue?

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

## Question #161

Topic 1

A key stakeholder has recently started in a company and has been assigned to a hybrid project. Although very experienced in their domain, the stakeholder has only been exposed to predictive project approaches.

What should the project manager do?

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

## Question #162

Topic 1

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

- A. Ask the senior manager to approve the user acceptance testing (UAT) plan
- B. Inform the senior manager that there are approved quality standards
- C. Review the quality management plan with the senior manager
- D. Estimate the backlog items to forecast quality

## Question #163

Topic 1

Two team members were recently released from a project because the customer reduced the budget. However, the agile team is still receiving the same, if not more, work requirements as before.

How should the agile project leader resolve this situation?

- A. Update the project budget with the released team members.
- B. Update the restriction log with the new team capacity.
- C. Explain the new project requirements to the team.
- D. Explain the new team velocity to the customer.

## Question #164

Topic 1

An IT project manager for a project that is 50% complete learns that a critical team member plans to relocate to another country soon. The team member is needed for the remainder of the project.

How should the project manager improve team dynamics?

- A. Require that all team members be physically present for the weekly project review
- B. Offer the team member an incentive to stay until the end of the project
- C. Replace the team member with someone who has similar qualifications and is located closer
- D. Set up a weekly video conference to monitor the progress of the team member's work

## Question #165

Topic 1

A product development team has team members located in four different countries. A senior manager is assigned the task of recruiting a project manager to manage this project and the virtual team.

Which skill is required for a project manager to successfully manage this team?

- A. Possesses strong interpersonal skills to drive high-performing virtual teams
- B. Plans and controls every aspect of the team's deliverables to avoid surprises
- C. Speaks several languages and has lived in different countries
- D. Implements the organization's standards and processes for the project

## Question #166

Topic 1

A senior project manager is working for a company that is not yet making a profit. However, the company has many innovative projects in development. Most of the project time lines have slipped, and the staff is overwhelmed.

What should the project manager do to help the company meet their financial objectives?

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

## Question #167

Topic 1

A project manager is assigned to a building construction project. The project manager has taken an agile course and wants to use agile practices in the project.

What should the project manager do?

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

## Question #168

Topic 1

During project execution, a global project team was using a video conferencing tool to support the daily meetings. However, during these meetings, only a few team members were actively participating. As a result, lots of misunderstandings occurred.

What should the project manager do to address this issue?

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

## Question #169

Topic 1

A company has a transformation project in progress. During a planning session, several stakeholders are in constant disagreement and often use personal arguments to support their position. Team members are getting frustrated with the situation.

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

- A. Established ground rules before the discussion had started
- B. Reinforced that higher-level management has the decision power
- C. Invited a high-level sponsor to the meeting to reduce the level of disagreement
- D. Asked stakeholders not to voice their opinions during the meeting

## Question #170

Topic 1

While monitoring a project at a work site, the project manager notices that the site team's work breaks have increased by a few minutes every week.

How should the project manager approach this?

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

## Question #171

Topic 1

A project manager is working on a construction project. The company owner asks the project manager to provide cost estimates for the new decoration project within 4 hours.

How will the project manager be able to complete this task?

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

## Question #172

Topic 1

DRAG DROP -

A company has created a cross-functional team to drive the digital transformation project for the business. The team is expected to deliver the minimum viable product (MVP) that addresses market need in the shortest possible time.

Match the roles for the team on the left to their corresponding responsibilities on the right.

Select and Place:

Role	Responsibility
Development team	Determine the version of the product that can be released to the market
Project manager/scrum master	Determine how to organize and carry out work to complete the minimum viable product (MVP)
Product owner	Take responsibility for removing blockers that affect the team's productivity

## Question #173

Topic 1

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

What should the project manager do next?

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

## Question #174

Topic 1

In order to increase a project's profit margin, the project manager and subject matter experts (SMEs) agreed to select the oldest model of a specific machine available in the market. When the machine reached its destination country, it was blocked by customs authorities who restricted the import of this machine model.

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

- A. Ensured that the SMEs correctly defined the project scope and the machine model.
- B. Ensured the project sponsor provided enough funding to purchase the latest version of the machine.
- C. Ensured that regulatory compliance was considered in the quality management plan.
- D. Ensured that the technical team researched and selected the latest model of the machine.

## Question #175

Topic 1

A project is behind schedule because of a delayed equipment installation. This is affecting many other activities. The manager responsible for the equipment delivery notified the project manager that there is a capacity issue for the team doing the installation.

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

- A. Defined the skill requirements more clearly in the scope statement.
- B. Asked the manager to follow the agreed-upon resource management plan.
- C. Conducted periodic reviews with the manager on resource availability.
- D. Consulted with the installation team on a regular basis to check for conflicts.

## Question #176

Topic 1

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

What should the project manager do?

- A. Delay the approval and ask the project sponsor for additional funding.
- B. Contact the council and ask for their approval to extend the scope of the project.
- C. Initiate a new project and discuss the request because it came in too late.
- D. Obtain formal acceptance for the completed work and submit a change request.

## Question #177

Topic 1

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

- A. A minimum viable product (MVP) should have been released to get feedback from the market.
- B. More backlog refinement meetings should have been scheduled.
- C. The Kanban method should have been utilized to optimize the work in progress (WIP).
- D. An iterative life cycle approach should have been adopted.

## Question #178

Topic 1

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

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

## Question #179

Topic 1

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

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

## Question #180

Topic 1

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

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

## Question #181

Topic 1

A senior vice president requested the creation of more agile teams to run projects of varying lengths and complexities in parallel with each other. This will impact the amount of time the project managers will be able to dedicate to each project. The project managers typically dedicate 50% of their time to projects regardless of their complexity.

What should the project manager do as a servant leader to help achieve this transformation?

- A. Review the organizational process assets (OPAs) to evaluate mitigation plans for similar risks.
- B. Create a risk entry regarding the project manager's capacity and develop a mitigation plan.
- C. Empower the team to develop the necessary skills to move the project forward independently.
- D. Issue a change request to hire additional project managers based on the increased workload.

## Question #182

Topic 1

A project manager is in a cross-functional agile team. The project manager has been assigned a software project with multiple features that will take the team about a year to complete. The CEO is insisting that the solution needs to meet business goals for the year end, which is due in 6 months.

What should the project manager do to align stakeholders' needs and expectations?

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

## Question #183

Topic 1

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

What should the project manager do first?

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

## Question #184

Topic 1

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

What should the project manager do next?

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

## Question #185

Topic 1

In an agile team, some of the team members are coming forward to ask for more autonomy on the project.

What should the project manager do in this situation?

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

## Question #186

Topic 1

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

How should the project manager utilize the award?

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

## Question #187

Topic 1

A company is conducting a digital transformation project that has a hard deadline. The marketing team wants to combine this implementation with a new product, and the newly assigned project manager is not aware of all the dependencies.

Using a hybrid approach, what should the project manager do to ensure the dependencies are taken into consideration?

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

## Question #188

Topic 1

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

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

## Question #189

Topic 1

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

- A. A flow-based approach starting with the smallest stories.
- B. An iterative approach starting with the highest value epic.
- C. A predictive approach with short phases.
- D. An incremental approach with a minimum viable product (MVP).

## Question #190

Topic 1

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

What should the project manager do?

- A. Provide just-in-time knowledge to the client, upon request.
- B. Utilize the cloud wiki to collect the necessary knowledge.
- C. Ask the team to collect the knowledge locally and share it at the end of the project.
- D. Coordinate with the team and the project stakeholders to collect the knowledge.

## Question #191

Topic 1

A team has individual daily start times for each team member. Sometimes the overlap between team member working hours is short. During those times, the interactions and work as a team are reduced and ineffective.

What should the project manager do?

- A. Inform the team members who are joining late to join early and work together.
- B. Allocate the overlap time for each team member and ask them to adhere to the schedule.
- C. Ask the team to define a team charter and agree on core working hours.
- D. Ask the team to start at the same time to obtain the maximum number of team working hours.

## Question #192

*Topic 1*

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

- A. Provide the team with support to solve their own problems.
- B. Inform the project sponsor and train the entire team.
- C. Ask the human resources (HR) department to conduct performance training.
- D. Ask the functional department manager to replace the team members.

## Question #193

*Topic 1*

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

What should the project manager do?

- A. Propose that the well-defined scope items be delivered using a predictive approach and use an agile approach to deal with the complex items.
- B. Maintain stakeholder momentum in working on the scope definition until a full detailed scope is achieved prior to starting the project.
- C. Recommend splitting the project into two smaller projects in order to work exclusively in an agile environment without interference from a predictive approach.
- D. Update the risk register and escalate the issue to the project management office (PMO), requesting more resources be added to help define the project scope.

## Question #194

*Topic 1*

A project is ending its fifth out of six iterations. During the iteration review, a customer adds a new regulatory feature that exceeds the capacity of the remaining iteration.

What should the project lead do?

- A. Register an issue and escalate it to the project sponsor.
- B. Invite the stakeholders to discuss a new prioritization.
- C. Estimate the impact and consult with the product owner.
- D. Increase the team capacity to finish the project on time.

## Question #195

Topic 1

A project manager at a large corporation has been assigned to oversee a customer experience project. Within the project, customer satisfaction is a big issue and there are many unresolved customer queries on a daily basis. The project manager has been informed that the customer service team is overwhelmed with these unresolved queries.

Which two actions should the project manager take to correct this problem? (Choose two.)

- A. Contact the customers in batches and inform them that the issues are being worked on currently.
- B. Confirm the issues truly exist by conducting a survey and other analyses that may detect the real issue.
- C. Deploy solutions that will track, prioritize, and resolve queries as soon as possible.
- D. Ask senior management to replace the customer service manager with a more qualified one.
- E. Request that the customer service team prioritizes work on queries that are received this week.

## Question #196

Topic 1

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

What should the project manager do?

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

## Question #197

Topic 1

Close to the end of a project, a customer claims that some deliverables have not been met and starts initiating change requests.

What should the project manager do next?

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

## Question #198

Topic 1

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

What should the project manager do?

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

## Question #199

Topic 1

A company wants to be a pioneer in its industry and has announced the launch date of a new innovative product. After the first sprint planning, the team realizes that it is not possible to deliver all the features in the required time.

What should the project manager do to ensure success?

- A. Ask the customer to reduce the backlog to meet the launch date.
- B. Increase the capacity of the team to deliver the completed backlog on time.
- C. Assist the team in defining a minimum viable product (MVP) by the launch date.
- D. Schedule a meeting with the stakeholders to review the contingency plan.

## Question #200

Topic 1

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

What should the project manager do?

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

## Question #201

Topic 1

Several components of an expensive manufacturing project have been returned by the customer. The customer is complaining that the quality of the components is poor and is concerned that, as a result, their products will be returned due to quality issues. The project manager is certain that quality has been maintained.

How should the project manager communicate with the customer to help assure them that the project has produced quality products?

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

## Question #202

Topic 1

A company is working on a project to develop an integration of their existing systems. There are known issues in production.

What should the project manager do?

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

## Question #203

Topic 1

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

What should the project manager do?

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

## Question #204

Topic 1

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

What should the project manager do first in this situation?

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

## Question #205

Topic 1

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

What should the project manager do?

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

## Question #206

Topic 1

A project manager is leading a global project with resources spread out in different locations. The stakeholders have different interpretations of the requirements.

The project manager is concerned about scope creep.

Which action should the project manager take to control the scope?

- A. Ensure that all key stakeholders agree to the project deliverables and there will be no need for changes.
- B. Accept only those changes to requirements that provide additional value to the project.
- C. Reject all changes that will increase the budget or increase the time line of the project.
- D. Accept only those changes that are approved by the change control board (CCB) prior to being implemented.

## Question #207

Topic 1

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

Which action should the project manager take?

- A. Facilitate a supportive level of engagement for this stakeholder.
- B. Ask the project sponsor for advice as it might be possible to work with another stakeholder.
- C. Perform a qualitative risk analysis using a probability and impact matrix.
- D. Ensure the key information is accurate and monitor the situation as the project progresses.

## Question #208

Topic 1

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

What should the project manager do to prepare for the audit?

- A. Reserve story points for the next iteration if needed.
- B. Review the project information.
- C. Ask the development team to provide compliance information.
- D. Ask for a waiver during the audit.

## Question #209

Topic 1

A development team is struggling to find design documentation for the upcoming sprint. Prior to leaving for vacation, the product owner communicated that the documentation had been uploaded to the project file repository.

What should the project manager do to address this issue?

- A. Assign a team member to manage project artifacts.
- B. Audit the effectiveness of the management of project artifacts.
- C. Improve email communication protocols to manage project artifacts.
- D. Investigate new software tools used to manage project artifacts.

## Question #210

Topic 1

At a project meeting, a business analyst requires input from a marketing consultant to continue working on a task. The business analyst has tried to contact the consultant but has been told that the consultant does not have the time to discuss the project.

What should the project manager do to move the project forward?

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

## Question #211

Topic 1

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

What should the project manager do first?

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

## Question #212

Topic 1

A project manager is working on a complex project with a high degree of change.

What strategy should the project manager use to ensure a successful project completion?

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

## Question #213

Topic 1

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

What should the project manager have done to prevent this?

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

## Question #214

Topic 1

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

- A. Ask the technical team to revise the requirements, even if it requires extra budget.
- B. Arrange a meeting with the client to request additional time to find a new supplier.
- C. Review the existing service contracts to find an option to help procure the vehicles.
- D. Procure the vehicles from another supplier and report the change to the change control board (CCB) later.

## Question #215

Topic 1

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

- A. Needed to close the work breakdown structure (WBS).
- B. Needed to share it with the stakeholders.
- C. Needed to close out the project or a phase.
- D. Needed to release the team at the end of the project.

## Question #216

Topic 1

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

- A. Get support from the sponsor to hire a subject matter expert (SME) from the vendor management team to work on the project.
- B. Review the terms of reference of the steering committee to include the vendor management head.
- C. Work with the sponsor on a communications management plan to obtain support from the vendor management head.
- D. Obtain help from the sponsor to highlight any nonfinancial benefits for the vendor management team.

## Question #217

Topic 1

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

What should the project manager do?

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

## Question #218

Topic 1

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

How should the project manager approach this situation?

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

## Question #219

Topic 1

A healthcare company is in the process of deploying an innovative healthcare solution globally. The project team has completed a limited release. The stakeholders have raised concerns about global healthcare guidelines and risks.

What should the project manager do next?

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

## Question #220

Topic 1

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

What should the project manager do?

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

## Question #221

Topic 1

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

What should the project manager do next to fulfill this resource need?

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

## Question #222

Topic 1

During the sprint planning of a project, the team members have a disagreement about the comparative size of the backlog items and if they would fit into the next sprint.

Considering a hybrid approach, what should the project manager do?

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

## Question #223

Topic 1

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

What should the agile project manager do?

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

## Question #224

Topic 1

During daily team standup meetings, team members constantly ask about which tasks they should focus on first.

How should the project manager ensure the team is fully productive?

- A. Review the project backlog during the team's standup meeting.
- B. Encourage project team members to prioritize the product backlog.
- C. Ensure team members are working according to the project plan.
- D. Work with the product owner to ensure the project backlog is prioritized.

## Question #225

Topic 1

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

How should the project manager address this?

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

## Question #226

Topic 1

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

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

## Question #227

Topic 1

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

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

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

## Question #228

Topic 1

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

How should the project manager address this situation?

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

## Question #229

Topic 1

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

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

## Question #230

Topic 1

A project manager is managing a project with team members who are working all over the globe. The project manager notices that each team member's deliverables do not meet the requirements.

What should the project manager do first?

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

## Question #231

Topic 1

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

What should the project manager do next?

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

## Question #232

Topic 1

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

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

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

## Question #233

Topic 1

A project manager entered into a contract with a vendor to build a new system. During the acceptance test stage, the project manager noticed that the system quality was not satisfactory.

How should the project manager support their claim to the vendor?

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

## Question #234

Topic 1

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

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

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

## Question #235

Topic 1

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

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

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

## Question #236

Topic 1

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

How should the project manager handle this situation?

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

## Question #237

Topic 1

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

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

## Question #238

Topic 1

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

What should the project manager do?

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

## Question #239

Topic 1

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

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

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

## Question #240

Topic 1

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

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

## Question #241

Topic 1

A project manager received a request to add features and functions to the project after the scope had already been established. What should the project manager do?

- A. Follow the requirements management process.
- B. Follow the stakeholder engagement process.
- C. Follow the risk management process.
- D. Follow the change management process.

## Question #242

Topic 1

A project manager has expertise in the technical domain. The project manager frequently demonstrates unacceptable behavior toward other team members; however, when confronted, the project manager denies this behavior.

What is the reason for the project manager's behavior?

- A. The project manager lacks necessary empathy.
- B. The project manager lacks emotional intelligence (EI).
- C. The project manager was not properly trained.
- D. The project manager is in the wrong project role.

## Question #243

Topic 1

A project team member, who is inexperienced in system development work is not performing well. Currently, there are no other staff members available who are qualified to complete the work.

What should the project manager do?

- A. Assess the team member's development requirements and arrange for the team member to receive training.
- B. Seek approval from the project sponsor to use some of the project budget reserve to hire a new resource.
- C. Work with the functional manager to determine an incentive for the team member to complete the project.
- D. Request a substitute for the team member with a new resource who is more skilled in system development work.

## Question #244

*Topic 1*

A newly commissioned project has had trouble recruiting team members because the turnover rate is high. The human resource (HR) manager has conducted several exit interviews. Many team members have expressed that the project manager has inadequate relationship management competencies. The project manager explains that the exiting team members were lazy.

What should the project manager do to prevent this high turnover rate from continuing?

- A. Avoid micromanaging the team, enforce stricter rules, and monitor employees.
- B. Explain to the recruiting manager that a project is temporary in nature, making it different than an operational environment.
- C. Develop relationship skills as a leader and also develop the teams' emotional intelligence skills.
- D. Be more involved in the team member recruitment process to ensure qualified team members are chosen.

## Question #245

*Topic 1*

An enthusiastic, newly hired vice-president has been assigned as the product owner for a digital transformation project. The project manager advises the product owner that some of the functional requirements are not aligned with the chief information technology officer's (CTO) strategy. The product owner tells the project manager that the CTO is not part of the project and should not be engaged at this moment.

What should the project manager do?

- A. Advise the CTO about the possible impacts caused by the project.
- B. Influence the product owner to review the engagement needed from other stakeholders.
- C. Continue building the backlog since they are functional requirements.
- D. Review the organizational process assets (OPAs) for historical information from similar projects.

## Question #246

*Topic 1*

A startup company has just appointed a CEO that has no prior project experience. The CEO wants to execute projects with their own resources and has appointed a project manager.

What should the project manager recommend that the CEO do first?

- A. Create a framework to justify project execution.
- B. Utilize an agile approach for all upcoming projects.
- C. Create a framework to support project success.
- D. Utilize a predictive approach for all upcoming projects.

## Question #247

Topic 1

A business transformation project has a four-phase delivery plan. The project team has successfully delivered one phase of the project. To further enhance team performance and empower team members, which two actions should the project manager take? (Choose two.)

- A. Encourage team members to cross-check decisions with the project manager.
- B. Vet all of the decisions before execution.
- C. Allow team members to make limited decisions.
- D. Organize and assign team members to tasks where they have strengths.
- E. Support team members to make decisions in their areas of strength.

## Question #248

Topic 1

A project team was hired to perform on-site duties, but there were unexpected circumstances that required the entire team to work remotely. Some team members returned to their hometowns, and they are now requesting reimbursement for operational expenditures. What should the project manager do?

- A. Review the budget and allocate funds for the reimbursements.
- B. Update the project management plan with the incurred costs.
- C. Ask the team members to draft a justification before processing the reimbursements.
- D. Follow the Perform Integrated Change Control process and submit a change request.

## Question #249

Topic 1

An organization is adopting an agile mindset. On the first agile project, the project manager faced an issue because the team was unable to make decisions on time.

What should the project manager do to address the problem?

- A. Assess the situation to understand how the organization's culture impacts the decision-making process, and coach the team toward a new model.
- B. Adopt an autocratic leadership style and dictate all decisions in order to speed up the team's velocity.
- C. Invite senior leadership to a team-building workshop and restate the importance of accountability and leadership under the new company direction.
- D. Define clear guidelines on how decisions should be made under the new organizational policy and reinforce them with the team on every occasion.

## Question #250

Topic 1

A project manager is working on a financial system implementation project for a government company. One of the key stakeholders, who uses predictive approaches, does not like virtual tools such as chats, task trackers, and so forth. They prefer email, telephone calls, and face-to-face meetings.

How should the project manager approach this situation?

- A. Use regular screen-sharing sessions to show the progress to the stakeholder.
- B. Align and agree with the stakeholder on the communication approach.
- C. Ask the manager to use virtual communication tools and online dashboards.
- D. Create a digital dashboard to meet the manager's information needs.

## Question #251

Topic 1

A team member has experienced personal conflicts on past projects, making them nervous about working on the current project. The project manager knows this team member could add value to the project.

What should the project manager do to get the most value from this team member?

- A. Advise the team member not to share personal information from past projects with the entire team.
- B. Consult with the project sponsor to find out if it is allowed to share personal information with the entire team.
- C. Advise the team member to focus on the current project and consider the past conflicts as lessons learned.
- D. Consult with human resources (HR) and check company policies on what is allowed to advise the team member.

## Question #252

Topic 1

During project initiation meetings, the project manager of a 9-month project states that a specific task would be out of schedule. At the project kick-off meeting, a key project stakeholder strongly objects, stating that this task is the key value of the project and should be completed on time. What should the project manager do to reduce the chances of having a strong rejection from stakeholders during the project initiation stage?

- A. Develop a stakeholder-by-stakeholder engagement assessment matrix.
- B. Send a letter to the stakeholders to inform them about the project scope and start date.
- C. Schedule meetings with key stakeholders in advance to gather feedback on the project scope.
- D. Identify stakeholder rejection as a risk in the project risk register.

## Question #253

Topic 1

On a project with multiple international locations, a trend for delays has been flagged. When looking into the issue, the project manager realized that some of the key activities were scheduled over the holiday periods in the overseas offices.

What should the project manager do next?

- A. Update the schedule to reflect the holidays and notify the project sponsor of the delayed completion.
- B. Hire additional personnel on a temporary basis to cover the extra workload during the holiday seasons.
- C. Request that the offices in overseas locations work overtime to mitigate schedule slippages.
- D. Update the schedule to reflect the holidays and share the workload among offices to mitigate schedule slippage.

## Question #254

Topic 1

A new team member on a self-organizing team is finding it difficult to deliver due to the new technology being used in the project.

What should the project manager do in this situation?

- A. Delegate other team members to complete this team member's tasks.
- B. Mentor the team member and provide the necessary training.
- C. Request the team member to move to another team.
- D. Include the team member in an improvement program through a human resources (HR) request.

## Question #255

Topic 1

A project manager is managing a project that requires specialized architecture services. This project was identified as a high risk for the organization. The project manager works with an external architect who is highly specialized. However, the architect will soon resign because they accepted an offer from another firm.

What should the project manager do next?

- A. Discuss this with the project team, assess the impact, and decide on the appropriate actions to follow.
- B. Ask the architect for the contact details for their new employer and call their account manager.
- C. Call the account manager and ask them to retain the expert by offering them an incentive.
- D. Escalate the issue to the procurement department and ask them to discuss this with the vendor firm.

## Question #256

Topic 1

A project manager is working on a multinational project that has more than 100 stakeholders. The project manager is concerned about the appropriate stakeholder participation and involvement level required for successful project delivery.

What should the project manager do?

- A. Communicate with the stakeholders to find a solution.
- B. Review the issue log with the project stakeholders.
- C. Evaluate the stakeholder engagement assessment matrix.
- D. Perform a stakeholder assumption and constraint analysis.

## Question #257

Topic 1

A new engineer was assigned to a project. Although the engineer has adequate skills for the job, they always wait for authorization from the project manager before acting.

What should the project manager do?

- A. Obtain related training for the new team member.
- B. Determine the appropriate level of decision-making authority and empower the engineer.
- C. Make all of the decisions for the engineer in order to keep the workflow on track.
- D. Replace the resource with an experienced engineer.

## Question #258

Topic 1

A senior project manager has included a junior project manager as part of the project team. During a coaching session, the junior project manager asks the senior project manager how to be efficient and reduce rework.

How should the senior project manager respond?

- A. Use a work breakdown structure (WBS) to create a project schedule based on the project and resource requirements.
- B. Monitor resource allocation to ensure that team members work 8 hours per day.
- C. Assign project tasks to the team regardless of their skills to accomplish the project schedule.
- D. Schedule daily meetings with key stakeholders to assess the effectiveness of the project management plan.

## Question #259

Topic 1

An agile team is working on a 2-week sprint to deliver business value. About 1 week after the sprint starts, the team members do not feel confident about the product increment they are building. They do not want to wait until the end of the sprint and want to validate the product increment with the product owner now.

What should the project manager do to mitigate this risk?

- A. Extend the sprint end date in anticipation of feedback from the product owner that will require extra work.
- B. Schedule an additional interim demo with the product owner.
- C. Address the issue as part of the retrospective.
- D. Ask the team to work overtime toward the end of the sprint to meet the original sprint end date.

## Question #260

Topic 1

An agile team has completed five sprints. The final product is expected to be delivered in another three sprints. The project manager receives a call from the technical resource manager that one of the developers must take leave for the next 4 weeks, with no temporary replacement available. This is going to significantly impact the deliverable.

What should the project manager do?

- A. Request additional funding from the sponsor to obtain a new resource to fill in the gap.
- B. Inform the customer of the impact immediately and prepare for escalation.
- C. Ask the product owner to stretch the delivery team further to complete the final product in the original timeline.
- D. Perform an impact analysis, readjust the schedule as needed, and communicate the changes to the customer.

## Question #261

Topic 1

A project lead is working on an agile project to build the team's vision, including the decision-making process. It was decided that the team will vote on items, and if 90% of the team agrees on a decision, then it will be carried forward. At the very first technical design meeting, the team makes a decision that the project lead strongly disagrees with.

How should the project lead proceed?

- A. Refuse to let the team proceed with the work based on their decision.
- B. Take the technical team lead aside and try to persuade them to change their vote.
- C. Note the reasons for the disagreement and let the team proceed.
- D. Set up a meeting with the project champion and ask them to intervene.

## Question #262

Topic 1

A project manager is newly appointed to lead a project team that will be working remotely. The project manager decided to use a set of tools that worked well for previous projects. However, a few team members are not happy with this plan.

What should the project manager have done to avoid this?

- A. Delegated the responsibility of selecting the collaboration tools to the project's technical lead.
- B. Met with the project team to determine their collaboration needs and identified tools that will work best.
- C. Allowed the project team members to use the tools that will work best for them for this project.
- D. Asked the project sponsor for approval to purchase the newest collaboration tool on the market.

## Question #263

Topic 1

In the daily check-in meeting, a team member informs the project team that the licenses for one of the components that will be used will expire in a couple of months. The licensing cost is significant.

What should the project manager do next?

- A. Evaluate the impact of nonrenewal of the license.
- B. Escalate the licensing issue to the product owner.
- C. Add a spike to the backlog for an alternative design.
- D. Raise a change request to secure the renewal.

## Question #264

Topic 1

A project manager leads a development project for a mobile chatting application. One of the experienced developers constantly creates conflicts with the other team members. As a result, the other team members are refusing to work with the developer. Since the developer is a high performer, the project goals may be negatively impacted if they leave the team.

What should the project manager do in this situation?

- A. Meet with the developer and ask them to be respectful with the other team members and work together as a team.
- B. Meet with the team members and developer individually to understand the situation and build an action plan accordingly.
- C. Collect the team's feedback and send it to human resources (HR) to resolve the conflict.
- D. Arrange a team-building training session and require all of the team members to attend.

## Question #265

Topic 1

A project manager is leading a strategic and competitive advantage project for a healthcare organization that is in its testing phase. The team has been working on this project for 6 months, and the morale of the team is low due to the schedule.

What can the project manager do to motivate the team?

- A. Continue to perform the last phase of the project with the project team as this will benefit the organization and provide a competitive edge.
- B. Talk to the business team about the project phase and the team's commitment, and request a monetary reward for the team.
- C. Speak with the project management office (PMO) and request a 2-week extension of the schedule so the team can have rotational time off.
- D. Meet with the horizontal team managers to recognize the team members and give rewards and promotions upon completion of the project.

## Question #266

Topic 1

A project manager starts to receive emails from different stakeholders requesting information about the project status.

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

- A. Schedule weekly project status meetings with all stakeholders including the customer and internal resources.
- B. Include the project stakeholders' needs while planning the project communications strategy.
- C. Designate a team member to respond to the emails from these stakeholders.
- D. Include the stakeholders' emails in all of the project status communications.

## Question #267

Topic 1

A project manager is working as a servant leader for a pilot project to adopt agile practices. After three sprints, the team demos the product to the main stakeholders, but receives negative feedback about the product's features. The team feels that all the features met the acceptance criteria defined by the product owner and does not understand what went wrong.

How should the project manager mitigate the product rejection?

- A. Share the product backlog for the main stakeholders to review in advance.
- B. Engage the main stakeholders in the upcoming sprint review sessions.
- C. Create dedicated sprints to implement feature fixes for the rejected ones.
- D. Ask the project sponsor to evaluate the assignment of a new product owner.

## Question #268

Topic 1

A project team has installed software for the client, passed the knowledge to operations, sent the final report, and celebrated. Then 1 week later, the client sends a list of requirements that have not been met. The client is requesting to fix the issues quickly and within the initial budget.

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

- A. Reviewed the acceptance criteria and obtained client approval.
- B. Allocated a risk budget for any post-release improvements.
- C. Conducted a pilot to understand the client's performance parameters.
- D. Established meetings with the client throughout the project phases.

## Question #269

Topic 1

A project that is using an incremental approach has colocated team members and is using a kanban board to visualize the work in progress (WIP). A key external stakeholder requests that all project activities be placed on hold until a status report is distributed. What should the project manager have done to avoid this situation?

- A. Stored project documentation in a shared folder.
- B. Organized monthly meetings with the external stakeholders.
- C. Invited all of the stakeholders to daily standup meetings.
- D. Sent weekly status update reports to all of the stakeholders.

## Question #270

Topic 1

A high-performing team is involved in a project with a new domain. The team is unable to deliver as expected. What should the project manager do?

- A. Support the team in identifying the area of development and address the gap.
- B. Dissolve the team and include the team members in other existing teams.
- C. Identify the struggling team members and move them out of the team.
- D. Set up a clear expectation that the team is to deliver as in their previous projects.

## Question #271

Topic 1

During a project meeting, the project manager expressed the importance of delivering reports on time. These individual reports will be consolidated into a single report. One of the team member's reports was not delivered on time and therefore the report could not be integrated with the other reports. This demonstrates a lack of teamwork and impacts project success.

What should the project manager do to resolve this issue?

- A. Assign the task to someone else on the team.
- B. Discuss it with the team member in confidence.
- C. Discuss this matter during the project meeting.
- D. Include this item in the risk register.

## Question #272

Topic 1

A project is starting its second iteration out of six. During the daily meeting, a team member asks for help. In order to finish a deliverable, an approval from the design department will be needed.

What should the project manager do?

- A. Meet with the design manager to ask for the necessary approval.
- B. Invite a design team member to the next daily meeting.
- C. Update the issue log and escalate it to the project sponsor.
- D. Replace this iteration deliverable for one without any blockers.

## Question #273

Topic 1

A project manager has been assigned to lead an IT project to store information on sold lottery tickets. During the project execution, a failure in the system caused

10 numbers to be sold two times. This happened during the month of greatest demand because the prize was the highest of the year. The project team is concerned that one of those tickets could be the winner.

What should the project manager do first?

- A. Reassure the sponsor by explaining the probability of this risk materializing is extremely low.
- B. Carry out tests to verify that the system does not fail again due to the high occurrence of events.
- C. Review the list of risks to verify that this issue was considered and execute the detailed action plan.
- D. Inform the sponsor about the issue and make a request for sufficient funds to be made available.

## Question #274

Topic 1

A project manager is working on an agile project in a changing business environment. The project sponsor is worried about benefits realization and asks the project manager to pay attention to changes that can affect the project.

Which action should the project manager take to identify changes that may affect the product?

- A. Implement face-to-face communication between the team and product owner to change the iteration objectives as needed.
- B. Stop the iteration as soon as possible in case an external change that makes the product invaluable is identified.
- C. Take action to reprioritize the backlog after every iteration to evaluate if user stories are still valuable to the business.
- D. Apply a pair programming technique to react to changes immediately, even in the middle of the interaction.

## Question #275

Topic 1

A project manager is working on a major construction project. Part of the agreed-upon plan was to use a cloud-based system with a server that runs on high-speed internet service since most of the team members work virtually. The company needs to reduce operating costs as much as possible and management insists that the project will now use a system running on a conventional dial-up service.

What should the project manager do next?

- A. Agree with management and continue working the project management plan.
- B. Evaluate the impact of this decision and communicate with management.
- C. Replace some of the team members that work virtually to help the company save money.
- D. Meet with management about their decision and ask them to get another project manager.

## Question #276

Topic 1

In a geographically distributed team, a developer continues to delay a coding activity. This activity is on the critical path. The project manager found out that the delay is due to the developer's lack of understanding of the customer requirements shared by the off-site team. What should the project manager do?

- A. Replace the developer with a skilled resource.
- B. Perform a root cause analysis (RCA) with the team members.
- C. Facilitate communication to ensure clarification of the requirements.
- D. Conduct frequent performance reviews.

## Question #277

Topic 1

A project scope statement has been approved, and the project manager and core team have been assigned to the project. Suddenly, the project manager takes a temporary leave of absence due to a medical emergency. While the project manager is on leave, the team develops the project schedule. When the project manager returns, a detailed schedule is almost complete.

What should the project manager do?

- A. Ensure that the schedule is aligned with the vision and objectives.
- B. Escalate the compliance issue to the project management office (PMO).
- C. Congratulate the team and move on to the execution phase.
- D. Develop a new detailed schedule with the team and project sponsor.

## Question #278

Topic 1

A project manager manages a bridge construction project. The project manager has received a major change request from a regulatory stakeholder to add one branch of the bridge to the engineering design. The project manager prepared a change request, which was reviewed and accepted by the change control board (CCB).

What should the project manager do now?

- A. Notify the project team about the change request's approval.
- B. Include the new branch of the bridge in the design.
- C. Communicate the decision to the stakeholder who requested the change.
- D. Evaluate the adjustments to the project management plan.

## Question #279

*Topic 1*

A project is near completion but it is behind schedule. The contingency budget has already been used, although the remaining budget should be enough to complete the project. The only subject matter expert (SME) assigned to the project has been asked by their manager to solve a problem in the operations department.

What should the project manager do?

- A. Escalate the situation to the project sponsor.
- B. Free the resource to handle the operations priority.
- C. Ask the manager to submit a change request.
- D. Design a negotiation strategy for this situation.

## Question #280

*Topic 1*

A vendor has manufactured a complex product. During a factory acceptance test, several deficiencies were identified. Product delivery is on the critical path, and any delay would impact project completion.

What should the project manager do?

- A. Initiate regular conference calls with the vendor for status updates to keep this item in focus.
- B. Hold the shipment until the rework is completed at the vendor's facility to eliminate extra work on-site.
- C. Assess the schedule impact and evaluate the most feasible solution to keep the project on track.
- D. Ship the package as is, complete carryover work on-site, and back charge the vendor for the rework.

## Question #281

*Topic 1*

A project manager assigned to an education project needs to train a workforce in application development. The customer is responsible for providing the training center, and the deadline to start the first training is in 2 weeks. The customer calls to say that the center will not be available in 2 weeks due to some unforeseen problems.

What should the project manager do next?

- A. Apply the terms and conditions of the contract with penalties.
- B. Issue a change request to reflect the anticipated date for training.
- C. Help the customer find an alternative location to start the training.
- D. Update the project schedule with the new date for training.

## Question #282

Topic 1

Knowledge sharing has been a key priority for a complex technological project with a large number of team members. During the project execution phase, the project manager receives numerous complaints from all team members that they are overloaded with knowledge-sharing emails, which contain useful information but are unmanageable due to the high volume.

What should the project manager do to solve this problem?

- A. Establish an unofficial communications method for the team to share knowledge and lessons learned.
- B. Establish a pull communications method to access knowledge repositories and lessons learned.
- C. Establish an interactive communications method between stakeholders to share knowledge and lessons learned.
- D. Establish a push communications method for the team to share knowledge and lessons learned.

## Question #283

Topic 1

A project manager is assigned to a technical research project. The project team has already been assigned, and the main subject matter expert (SME) sends the project manager a list of the technical skills required for the execution of this project.

What should the project manager do next?

- A. Discuss the list with the project sponsor to confirm that the resources have the required skills.
- B. Ask the functional manager to review the resource pool and recommend the right individuals to join the team.
- C. Meet with the project team to understand their skills and identify potential gaps and training requirements.
- D. Send the list to the project team and ask them to get training on the required skills.

## Question #284

Topic 1

A client wants to create an innovative software for the travel industry using an agile approach. A project manager from the company was assigned to work on the details and estimates as requested by the client.

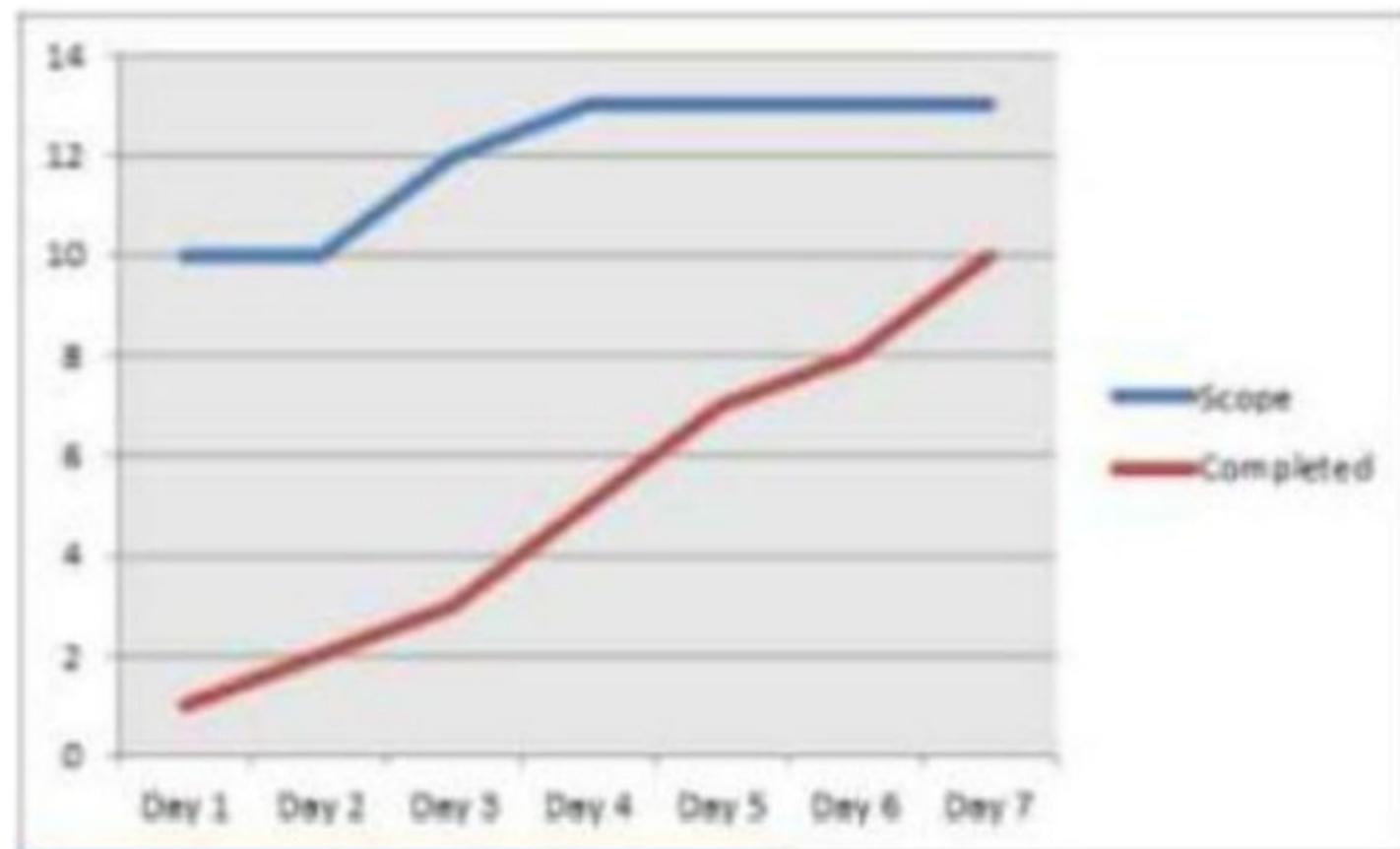
What should the project manager do before sending the information to the client?

- A. Put the tasks with estimates in the backlog and clarify that the project will not need any reserves.
- B. Sequence the tasks with estimates and add standard risk reserves to use for software development.
- C. Analyze the tasks, provide estimates, include a prototype demo, and send to the client directly.
- D. Work with the team to understand their views and add the appropriate dependencies and risks.

## Question #285

Topic 1

According to this burnup chart for the last 7-day sprint, what should the project lead address with the product owner and team?



- A. The product owner should not ask the team to change their sprint commitments.
- B. The team is accepting too much work in the sprint after it has started.
- C. The team is not meeting the expectations of the product owner.
- D. The team should have stopped on day 4 and started a new sprint.

## Question #286

Topic 1

After the merger of two large companies, a project manager is assigned to a project. The company hires a consultant to ensure best practices are being used in information security. During an iteration, the consultant requests changes to a software component, claiming that it is not meeting market requirements.

What should the project manager do?

- A. Continue the iteration and add the requested changes.
- B. Continue the iteration and review the change with the customer.
- C. Cancel the iteration and meet with the product owner.
- D. Cancel the iteration and add the requested changes.

## Question #287

Topic 1

A project manager is managing the scope of the project and creating a work breakdown structure (WBS) with the team members. How should the project manager organize the WBS?

- A. Customer oriented
- B. Team oriented
- C. Cost oriented
- D. Deliverable oriented

## Question #288

Topic 1

Two members of a new project team disagree on the best approach to solve a problem. The conflict has been going on for 1 week. The two members are tense around each other and are taking everything personally.

What should the project manager do?

- A. Help the team members to resolve the conflict in a way that results in the best team performance.
- B. Offer a compromise that is acceptable to both team members, even if it may not be the best solution.
- C. Understand each team member's argument and select the one that results in less risk to the project.
- D. Send both team members to the human resources (HR) department for an acceptable resolution.

## Question #289

Topic 1

A project to construct an electricity generation plant is on site near a nature reserve. An environmental activist group is questioning the need for the project. The customer has informed the project manager to disregard the group as they are not in support of the project.

What should the project manager do next?

- A. Ask the customer to contact the activist group and let them know the project status and completion date.
- B. Add the activist group to the list of stakeholders and analyze the impact they may have on project delivery.
- C. Obey the directive from the customer since they are funding the project and are the most important stakeholder.
- D. Request the project team disregard all communication from the activist group and continue with their project work.

## Question #290

Topic 1

A project manager is leading a project that is in the execution phase. Due to a company reorganization, some key project team members are likely to leave the project.

What should the project manager do next?

- A. Discuss this issue with the affected team members and support them during the transition.
- B. Start looking for replacements as soon as possible to help prevent any schedule slippage.
- C. Engage with the project sponsor to ensure that this change does not affect the project execution.
- D. Determine the impact to the project and implement mitigations per the project management plan.

## Question #291

Topic 1

In the past year, a company paid US\$60,000 to an external subcontractor for an ongoing project. The project manager has been asked to evaluate if the project can be delivered more cost effectively this year by using internal labor. The project manager used an optimistic term of 4 months, a pessimistic term of 6 months, and a most expected term of 5 months, and has concluded that the service can be delivered with the following resources:

- ☞ Two engineers (monthly salary of US\$700 each)
- ☞ One project manager (monthly salary of US\$1,600)
- ☞ Additional estimated monthly expenses of US\$2,000

The project manager used the program evaluation and review technique (PERT) to calculate the savings if the project is delivered with in-house resources.

How much money will the project manager estimate the company can save?

- A. US\$35,000
- B. US\$20,000
- C. US\$40,000
- D. US\$30,000

## Question #292

Topic 1

A project is ready to deliver the first batch of the product when a quality control check rejects the product as unfit for delivery. The root cause analysis (RCA) shows that a component added as part of the latest change request was not tested throughout the development cycle.

What should the project manager do next?

- A. Review the change control process to ensure quality management artifacts are updated as part of the change.
- B. Review the quality management process and perform a process audit as part of ongoing quality assurance.
- C. Review the communications management plan to ensure change requests are communicated to the affected team members.
- D. Review the quality management process with the project management office (PMO) to ensure compliance with best practices.

## Question #293

Topic 1

A project manager has been assigned with initiating a large project to deliver complex equipment. Part of the project will be the result of a long research process, but once this is completed, the other part of the project must be incrementally delivered to the customer.

Which approach should the project manager choose for this project?

- A. Adaptive
- B. Hybrid
- C. Predictive
- D. Agile

## Question #294

Topic 1

A project team strongly encourages the project manager to purchase an application that will significantly reduce work time. Without the application, the deadline might be missed. However, the purchase will impact the project cost. The sponsor would like to explore a less expensive application that will save the team's time.

What should the project manager do?

- A. Raise a change request.
- B. Create a decision tree.
- C. Purchase the application.
- D. Analyze assumptions and constraints.

## Question #295

Topic 1

A project manager is leading an engineering project. The project manager must obtain some certifications before mass production, which is scheduled in 3 months. The certification process will require at least 6 months.

What should the project manager do next?

- A. Discuss extending the mass production timeline by 3 months with the project sponsor.
- B. Assess and evaluate the certification process and understand the best and worst case scenarios.
- C. Engage a consultant to shorten the certification process to meet the schedule requirement.
- D. Meet with senior management to discuss the possibility of an extension to the project timeline.

## Question #296

Topic 1

In the middle of the execution phase for a big project, a new stakeholder who was unfamiliar with the project joined the board of directors and is influencing the decisions made in the project. This change is impacting the project's progress.

What should the project manager do first?

- A. Inform the client about the change.
- B. Update the risk register with a new risk.
- C. Present the project to the stakeholder.
- D. Revise the project schedule.

## Question #297

Topic 1

During an iteration review session, some product features are at risk of being canceled due to high operational costs when the product is launched into a production environment.

What type of analysis should the project lead have conducted to avoid this situation?

- A. Benefits analysis
- B. Risk analysis
- C. Capacity analysis
- D. Gap analysis

## Question #298

Topic 1

A project to build a new energy plant was just completed. However, a few days before operation of the plant, the local community protested and closed access to the plant. They argue that an important natural reserve was impacted and prior consultation was not done by the project team. What should the project manager verify first?

- A. Stakeholder engagement plan
- B. Cost-benefit analysis
- C. Business case
- D. Risk management plan

## Question #299

Topic 1

A project manager is using a subcontractor for mobile application development. When the project team tests the application, they realize it does not comply with the new company user-interface standards. Even though these new standards were not included in the statement of work (SOW), the subcontractor agrees to the additional scope as long as payment for this additional work is paid immediately.

What should the project manager do?

- A. Negotiate new pricing based on the revised estimations from the subcontractor that reflect the new work.
- B. Initiate a change request and review the contract to evaluate the payment options before responding.
- C. Deny the subcontractor's payment request, because the product does not comply with the project needs and close the project.
- D. Initiate a change to incorporate an immediate payment milestone in the contract as per the subcontractor's request.

## Question #300

Topic 1

A project manager is leading a large public project that will have a high impact on the town's citizens.

How should the project manager define the different requirements?

- A. Analyze the interests and influence of stakeholders and evaluate their requirements.
- B. Include only the key requirements and keep the stakeholders informed about scope decisions.
- C. Add only the opinions of the team, because they know the objectives of the project.
- D. Include only the common requirements of each stakeholder group in the project goals.

## Question #301

Topic 1

A project manager is assigned to a regulatory project for their country. The deadline for delivering results in compliance with the new laws is very tight, and the project team members have not yet been assigned. One of the project manager's peers informs the project manager that a project with the same scope for a different country was completed 1 year ago.

What should the project manager do first?

- A. Register a new risk in the risk management plan.
- B. Review organizational process assets (OPAs) and perform analogous estimating.
- C. Ask for additional resources and review the project estimate.
- D. Complete a bottom-up estimation for the project activities.

**Question #302***Topic 1*

The team lead on a project has left the organization and management wants to promote engineer A to this position. The project manager is confident that selecting engineer A will add problems to the project and believes that engineer B would better fit this role. The project manager discussed all of the arguments with management but their decision remains unchanged.

What should the project manager do?

- A. Promote engineer B instead since the project manager has the authority to make this decision.
- B. Help engineer A to become familiar with this new role and ensure engineer B stays motivated.
- C. Coach engineer B to be prepared to perform this role if and when engineer A fails.
- D. Request management approval that engineer B will be promoted if engineer A fails in this role.

**Question #303***Topic 1*

A project manager has been assigned to a new project that will be delivered using an agile framework. The sponsor is asking for a cost estimation to build the business case.

What should the project manager do?

- A. Ensure the client representative is involved in the estimation.
- B. Ensure that a 20% contingency is included in the estimation.
- C. Review the completion costs of similar projects.
- D. Review the lessons learned from similar projects.

**Question #304***Topic 1*

A company is interested in reducing production costs in one of its production lines. When the project charter was about to be approved, one of the key stakeholders questioned the project's value and caused a delay in the approval.

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

- A. Developed benchmarking
- B. Assessed feasibility and impacts
- C. Detailed the project charter
- D. Analyzed stakeholders

**Question #305***Topic 1*

The project manager just started leading a project team from which the previous project manager resigned. After a quick evaluation of the project, it is apparent that team morale is low due to continuous disagreement about how to complete tasks. Tasks are taking longer than forecasted and the project is off schedule.

What should the project manager do?

- A. Conduct a meeting with the project team to discuss and address the sources of disagreement.
- B. Crash the project timeline to ensure the project is back on schedule.
- C. Inform the stakeholders that the project will be delayed due to previous team management.
- D. Issue a change request to extend the project schedule based on identified delays.

## Question #306

Topic 1

The deliverables of a project have been completed. However, the stakeholders did not approve the deliverables, because they did not cover the needs of the business.

Which actions should the project manager have taken to avoid this situation?

- A. Defined the project management plan and ensured it met the project objectives and business needs.
- B. Ensured that the stakeholders participated in the daily meetings to confirm that the project was developing correctly.
- C. Provided and explained the sprint backlog at the beginning of the project to the stakeholders and project team.
- D. Requested that the team change the frequency of the deliverables in the development phase to obtain earlier feedback.

## Question #307

Topic 1

Companies A and B are codeveloping a cutting-edge technology product. Based on customer feedback, the marketing department urgently requests a new feature in 2 weeks. Company A's front end is ready, but company B requires 4 weeks to deliver the complete back end and is busy with the current release.

What should the project manager do to obtain agreement from both companies and acceptance from marketing?

- A. Plan the delivery of a minimum viable feature in 2 weeks to enable early showcasing of business value.
- B. Stop the current release work for 4 weeks in order to work and deliver the new feature completely.
- C. Create a special release 4 weeks after the current release to deliver the new feature in its entirety.
- D. Add the new feature to the list for the next release and continue working on the current release.

## Question #308

Topic 1

A project manager has been assigned to deliver a challenging project on time and within budget. The project manager needs to empower the team members by removing organizational impediments and facilitating collaboration.

What should the project manager do to lead the project?

- A. Use a servant leader approach.
- B. Act as the project owner.
- C. Perform the project sponsor activities.
- D. Assume the functional manager role.

## Question #309

Topic 1

Some of the team members who are working on a new software tool are in a public space, arguing over a new feature being coded instead of completing the coding.

How should the project manager handle this situation and get the team to complete the task?

- A. Contact the human resources (HR) department to tell them there is an argument in a public space and that they need to intervene immediately.
- B. Engage in the conversation in the public space by telling them the expectations of the feature and advise them to return to their workspace.
- C. Listen to the argument from a nearby location to understand the situation, then offer insight into the features when the team is calm.
- D. Bring the team members to the meeting room to discuss the new feature and to reach a common understanding of the necessary coding.

## Question #310

Topic 1

A project manager is managing a government project that targets the development of small businesses in remote towns. The project team is having difficulty conducting entrepreneurship training in some of the targeted towns because the local municipal governments will not authorize the training. As a result of the delay, project implementation is at risk.

What is a probable reason for this?

- A. The project should have constructed training centers in the remote towns.
- B. The project did not identify and engage the correct stakeholders.
- C. The project did not fully engage the project sponsor.
- D. The project should have representatives in all the remote towns.

## Question #311

Topic 1

A project is in progress with a team that is new to agile approaches. After the first sprint review, the team performance begins slipping, and the conclusion is that there is not an adequate flow of work for the team.

What should the project manager do?

- A. Provide the product owner with training.
- B. Submit a change request to rebaseline the project.
- C. Change the project approach to hybrid.
- D. Discuss the issue with the stakeholders.

## Question #312

Topic 1

During iteration two of a project with two teams (A and B), the project manager is concerned that there are two critical activities from team A that must be started in iteration four. Additionally, these two activities are dependent on an activity from team B that has not yet been prioritized.

What should the project manager do?

- A. Cancel the current iteration and reschedule it with the dependent activity.
- B. Include the dependent activity in the current iteration for team B.
- C. Ensure team B prioritizes the dependent activity in iteration three.
- D. Assign the two critical activities to team B in iteration two.

## Question #313

Topic 1

A project manager is assigned to a new project team that has several stakeholders who can have significant influence over the project outcomes. The project manager categorized the stakeholders into four different groups and wants to define the communication strategy.

How should the project manager handle communication?

- A. Define and direct communication to influential stakeholders.
- B. Develop and define a communication strategy for stakeholders.
- C. Utilize a uniform communication structure across all groups.
- D. Describe the four groups in the project stakeholder matrix.

## Question #314

*Topic 1*

An agile project started 6 months ago. Since the beginning of the project, there have been disagreements among team members regarding daily meetings since some of the team members are not available at the same time. The project manager is convinced an agile team should be self-organizing, and that meeting times should be worked out by the team.

What should the project manager do?

- A. Establish a team charter.
- B. Recognize the team's contributions.
- C. Assign a team leader.
- D. Establish a project schedule.

## Question #315

*Topic 1*

A team has been working for some time on a project with incremental deliveries. The project manager noticed that one of the team members is less engaged in team meetings, yet delivers promptly. While discussing the source of demotivation, the team member informed the project manager that this is due to a feeling of lack of skills in dealing with new tasks.

How should the project manager address the issue?

- A. Replace the team member with a resource from another team who already has the requisite training and skills needed.
- B. Review which tasks the team member would feel more motivated to work on, then assign those tasks to the team member.
- C. Discuss growth and development needs with the team member and provide learning opportunities accordingly.
- D. Create a self-paced learning plan with the team member during working hours, with checkpoints on learning progress.

## Question #316

*Topic 1*

In a hybrid project, the customer has issued a contract that specifies the deliverables for each quarter. The customer wants to show their stakeholders a tangible outcome in the first quarter and wants to move the second milestone to the first quarter. The project manager explains to the customer that it is not feasible unless the requirements for the second milestone are changed.

Which two actions should the project manager take? (Choose two.)

- A. Ask the customer for their priorities regarding the requirements for the second milestone.
- B. Escalate the issue to upper management to resolve the problem, and suggest a plan.
- C. Convince the customer to leave the second milestone in place and not change it.
- D. Tell the customer that moving the milestone has a very high impact on the cost of the project.
- E. Go back to the development team and discuss which second milestone requirements can be performed in the first quarter.

## Question #317

Topic 1

A project team is conducting sprint planning. At the end of the sprint, the product increment must be deployed on a customer's site. The product owner received an email from the account manager that the customer may not be ready to install the new version of the product. What should the project manager do?

- A. Ask the sales team to inform the customer.
- B. Contact the customer's project manager.
- C. Ask the product owner to inform the customer.
- D. Contact the customer's technical lead.

## Question #318

Topic 1

A project development team is located in different areas around the world. Last week, a very important release was delayed because one of the developers did not respond on time to an email that was sent to everyone. The developer seems to have missed reading the email. What should the project manager do to avoid these situations?

- A. Review the stakeholder engagement plan.
- B. Review the resource management plan.
- C. Review the risk management plan.
- D. Review the communications management plan.

## Question #319

Topic 1

During a sprint, one of the team members found an issue. According to the team member and the product owner, the issue has a higher level of importance than the other features of the sprint, but is not a roadblock to completing it.

What should the project lead ask the project team do?

- A. Avoid the temptation to make any changes and address the issue in the next sprint.
- B. Submit the issue to the change control board (CCB) to evaluate and formally approve a plan to address it.
- C. Address this issue only as it has a higher priority than the remaining features of the same sprint.
- D. Follow the sprint plan by delivering the features established for the sprint and prioritize the issue in the backlog.

## Question #320

Topic 1

An external project manager is managing the construction of new corporate offices for a large company. The project management plan states that it is necessary to contract a highly trained external resource to revise and validate an important project component. The client has rejected hiring the external resource because of the high cost, even though it is within the project budget.

What should the project manager do to resolve this issue?

- A. Try to accomplish the task internally by leveling resources from other projects.
- B. Ask the client for a meeting and explain that the task will not be performed.
- C. Evaluate the consequences and meet with the client to explain the possible scenarios.
- D. Hire the resource in order to achieve the project objectives.

## Question #321

Topic 1

The project team is experiencing schedule delays due to issues arising with suppliers. Some of the tasks are on the critical path. What should the project manager do in this situation?

- A. Discuss the critical path issues with the purchasing department.
- B. Review the critical path with the stakeholders to define next steps.
- C. Review the work breakdown structure (WBS) with the suppliers.
- D. Escalate the supplier-related issues to the sponsor for resolution.

## Question #322

Topic 1

In a daily standup meeting, a project manager notices that a team member's reports include incomplete tasks with no impediments. A colleague informs the project manager that this team member is experiencing a personal issue.

What should the project manager do?

- A. Ask the human resources (HR) manager to speak with this team member.
- B. Coach the team member on how to keep work and personal issues separate.
- C. Reallocate this team member's tasks to others for the immediate future.
- D. Understand the team member's personal issue and offer them support.

## Question #323

Topic 1

During sprint planning, the product owner wants to prioritize items with high business value. However, the project team is concerned about technical debt and infrastructure dependencies to deliver the expected value.

How should the project manager handle this issue?

- A. Support a voting exercise so all team members can express their opinion and the reason behind their vote.
- B. Support the project sponsor so the decision is made top-down and the team follows the provided direction.
- C. Support the product owner so only items with high business value are included in the next sprint.
- D. Support the project team so technical debt and infrastructure dependencies are included in the next sprint.

## Question #324

Topic 1

In a project, one team member has been asking for directions and what actions to take on many tasks. As a result, the team member has performed slowly in project delivery.

What should the project manager do to help this team member?

- A. Assign another senior team member to coach the team member.
- B. Address the team member's performance accordingly.
- C. Empower the team member to make decisions.
- D. Mentor the team member on a regular basis.

## Question #325

Topic 1

A project manager has noticed that a critical team member is consistently arguing with a client. This has started to have a negative effect on the meetings.

How should the project manager address this?

- A. Talk to the client privately to highlight the situation.
- B. Explain the impact of the scenario to the project team member.
- C. Remove the project team member from all future meetings.
- D. Recommend a performance improvement plan to the project team member.

## Question #326

Topic 1

A company plans to initiate a project involving a new technology. Approval for the project is required.

What should the project manager do?

- A. Review the cost and schedule baselines for execution.
- B. Define change management for the new technology.
- C. Identify the risks in implementing the new technology.
- D. Analyze the cost and identify the project benefits.

## Question #327

Topic 1

A project manager is performing the role of scrum master for a team of developers. There is a conflict among the developers, generated by differences in how a feature can be delivered. The project manager organized a few spikes to resolve this conflict.

What should the project manager do next?

- A. Organize a multivoting event to achieve consensus of the whole team.
- B. Allow the team to decide on their own which option should be implemented.
- C. Organize more spike events until consensus of the team is reached.
- D. Ask the project sponsor to decide which option should be implemented.

## Question #328

Topic 1

In the middle of a software development project, the lead design programmer accepted an offer from a competitor. The project manager needs to find a replacement to meet an upcoming milestone.

What should the project manager do?

- A. Consult the risk response plan.
- B. Update the resource calendar.
- C. Issue a request to the change control board (CCB).
- D. Assign the tasks to another team member.

## Question #329

Topic 1

A project manager notices a conflict in the team on both technical and interpersonal levels during the execution phase of a project. What should the project manager do?

- A. Hold a team meeting to understand and address the conflict.
- B. Schedule a monthly meeting to handle all project conflicts.
- C. Address the conflicts during the lessons learned session.
- D. Hire an external consultant to lead an organizational intervention.

## Question #330

Topic 1

In an agile project, the team decided to have a rotating group of facilitators for the daily scrum. Overall, most of the facilitators have grown and done well in this role; however, a few of them tend to run inefficient daily scrums.

What should the project manager do next?

- A. Praise the team for self-organizing and growing, then work one-on-one with the facilitators, as needed.
- B. Return to using the scrum master as the facilitator for the daily scrums now that the trial period is over.
- C. Ask the facilitators who are doing well to continue and recommend that the others stop facilitating.
- D. Retrain all team members on daily scrum facilitation to ensure there is consistency in the approach.

## Question #331

Topic 1

A project manager discovers that the project team is spending a large amount of time delivering several reporting formats for the same project updates to multiple stakeholders.

What should the project manager do to reduce the time spent on these activities?

- A. Update the communications management plan to remove less influential stakeholders.
- B. Delegate all of the stakeholder communications activities to a project team member.
- C. Segment the types of communications to be delivered to different stakeholders.
- D. Hold biweekly status meetings to deliver information to all stakeholders at once.

## Question #332

Topic 1

A project manager has been transferred to another country to work on a key project. The project manager successfully completed the planning phase and has started the execution phase, reporting good progress. During the last meeting with the project sponsor, the project manager was told that some stakeholders have complained that the project manager's emails are very harsh.

What should the project manager do to solve this situation?

- A. Determine the level of influence of the stakeholders who are complaining.
- B. Change the communication mode from emails to meetings to reduce stakeholders complaints.
- C. Adjust the communications management plan to gain stakeholder trust.
- D. Explain to the sponsor that the communication model being used is from company headquarters.

## Question #333

Topic 1

When trying to track project benefits, a project manager realizes that some key performance indicators (KPIs) are not yet defined. What should the project manager do?

- A. Forward the issue to the benefit owner and ask them to collect the missing data and build the KPIs.
- B. Coordinate with the benefit owner to track and collect the missing data and build the KPIs.
- C. Work with the business analysts to track and collect the missing data and build the KPIs.
- D. Ask the program manager to track and collect the missing data and work to build the KPIs.

## Question #334

Topic 1

A project manager is assigned to work on a complex and innovative project. The technology being used and developed is new and complicated, and most of the stakeholders are unfamiliar with it.

Which approach should the project manager use as a servant leader?

- A. Escalate the issue with upper management to find a novel solution for this situation.
- B. Contact the project sponsor to get those stakeholders removed from the project.
- C. Allocate resources to provide training about the new technology to the stakeholders.
- D. Ask stakeholders to find and self-fund education about this new technology.

## Question #335

Topic 1

A project is in the start-up phase of the project life cycle. The project team consists of 20 people from five different countries. The project team is scheduled to have quarterly face-to-face meetings. However, due to unforeseen circumstances, no face-to-face meetings can occur. The project manager is concerned that the team may not be able to fulfill their individual roles without face-to-face meetings.

What should the project manager do in this situation?

- A. Utilize virtual teams for meetings and deliverables.
- B. Use the contingency reserve and subcontract the work.
- C. Review the risk register for this unforeseen circumstance.
- D. Ask for an extension of time on the project deliverables.

## Question #336

Topic 1

A key project stakeholder does not attend any of the project meetings and is providing false information that the project team is not delivering on time.

What should the project manager do to address this situation?

- A. Email the latest status report to the key stakeholder.
- B. Discuss communication needs with the key stakeholder.
- C. Create a new communication artifact for the key stakeholder.
- D. Share the meeting recordings with the key stakeholder.

## Question #337

Topic 1

A customer reviewed the plan for a project with high uncertainty. The customer expressed concern about the work requiring so many iterations with a risk of not reaching the mandatory delivery date.

Which approach should the project manager use in this situation?

- A. Predictive approach
- B. Kanban approach
- C. Hybrid approach
- D. Agile approach

## Question #338

Topic 1

A project manager encounters a governance issue during the project execution phase. One of the team members complains about receiving assignments from multiple people and states they are not able to work effectively.

What should the project manager establish first in the project governance structure?

- A. Clear project work breakdown structure (WBS) and timeline
- B. Resource management and conflict resolution plan
- C. Risk management and issues resolution plan
- D. Clear responsible, accountable, consult, and inform (RACI) matrix

## Question #339

Topic 1

A project manager has been asked to participate in the procurement process for a software application that allows customers to buy online e-learning courses.

The project manager will take over the project once the supplier has been sourced.

What should the project manager do before the project starts?

- A. Ask the project sponsor to involve the legal department in the negotiation for the project agreement.
- B. Notify the project sponsor that the project manager cannot be involved in the agreement negotiation process.
- C. Inform the project sponsor that once the agreement has been signed, there cannot be any changes to the scope of the project.
- D. Ensure that the requirements for the project are understood and that the objectives are verified before approval of an agreement.

## Question #340

Topic 1

A company is about to start a complex research project. Due to the level of uncertainty, the project manager recommends the use of a hybrid approach; however, the organization only has experience with predictive projects.

How can the project manager strategize the use of a hybrid approach to the organization?

- A. Submit a notification to the project team confirming they will be using a hybrid approach on the project.
- B. Send a letter to the project management office (PMO) requesting to use a hybrid approach.
- C. Create a project change request to execute the project using a hybrid approach.
- D. Present the benefits of a hybrid approach to key stakeholders to get their support.

## Question #341

*Topic 1*

During project implementation, one team finds out that a key project deliverable was not budgeted.

What should the project manager do first?

- A. Escalate the issue to the project sponsor for resolution.
- B. Hold the team accountable and ask for an immediate solution.
- C. Meet with the team to discuss alternatives.
- D. Remove the deliverable from the project scope.

## Question #342

*Topic 1*

During the final stage of the launch for a new design, team members are having a conflict about some features of the design.

What should the project manager do?

- A. Call a stakeholder meeting along with team members and seek consensus.
- B. Ask stakeholders to reduce the scope in order to meet project deadlines.
- C. Ask the project sponsor to make the decision about the design features.
- D. Review the design with the team members and propose a new launch date.

## Question #343

*Topic 1*

An agile team is developing a new content management system. Some of the team members are struggling to deliver certain features since they have never worked on this type of solution.

What should the project manager do?

- A. Ask the team to read through all of the available system documents.
- B. Encourage the team to hold a knowledge-sharing session in each iteration.
- C. Encourage the team members to make changes directly in the system.
- D. Replace the members with new members who understand the system.

## Question #344

*Topic 1*

Key decision makers are meeting to define the objectives of a new database migration project. There are many disagreements about scope and time lines among the leaders of various company departments.

How should the project manager impartially prioritize the requirements to be integrated?

- A. Retain only requirements that result in profitable revenue growth.
- B. Ensure the CEO selects the requirements from all department leaders.
- C. Give each department a fixed budget that will cover ten requirements.
- D. Rank the requirements with the highest benefit-cost ratio as more important.

## Question #345

Topic 1

An agile team is required to address a technical, complex requirement that has no visual deliverable to show the customer.

What guidance should the product manager provide to improve the requirement development?

- A. Reprioritize the product backlog by lowering the priority of the complex activity, so it will be worked on later in the project.
- B. Allow the team to focus and complete the complex work because it will reduce the risk of finding issues later in the project.
- C. Discuss this with the team and reprioritize the backlog to deliver maximum value by including a portion of the complex work.
- D. Inform the customer that there will not be any deliverable due to the complexity involved in the requirement.

## Question #346

Topic 1

A project manager is leading an electrical project that spans five towns. The project manager is informed by the team that one of the towns is not allowing the team to work there even though the town was included in stakeholder engagements before the start of the project.

What should the project manager do?

- A. Engage with the town's authorities to discuss the reason for the change in commitment and agree on a solution.
- B. Instruct the team to move to the next town and continue the project to avoid further delays.
- C. Change the project scope and seek approval to exclude this town from the overall project.
- D. Retrieve all minutes of stakeholder engagements and send to the town as a reminder of their commitment to the project.

## Question #347

Topic 1

A government agency is developing a new connectivity policy. The assigned project manager is a famous economist with international recognition. The team is eager to work with the project manager, but feels intimidated. The project manager realizes that a junior economist, whose tasks are behind schedule, is especially intimidated by the situation.

What should the project manager do first?

- A. Consider organizing paired work sessions for the junior and senior economists.
- B. Reassign some of the junior economist's tasks to other economists.
- C. Evaluate the performance of the junior economist in the upcoming months.
- D. Request to replace the junior economist with a more experienced economist.

## Question #348

Topic 1

A project is halfway through its execution phase. The quality specifications for the project deliverables are formally accepted. However, a key stakeholder is dissatisfied, stating that the deliverables do not meet the quality specifications.

What should the project manager do in this situation?

- A. Inform the project sponsor of the stakeholder's dissatisfaction.
- B. Review the requirements traceability matrix and conduct inspections.
- C. Document the issue in the issue log and send a report to management.
- D. Notify the stakeholder that arbitration procedures will be followed.

## Question #349

Topic 1

A team is finishing the third release to present to the stakeholder as part of a demonstration. The company that subcontracts the developers has communicated that there is a cash flow problem and the company will not be able to provide the same resources for the next iterations. What should the project manager do next?

- A. Analyze the impact against the release plan if the blocker is not addressed.
- B. Create a risk register to track the risks and request additional budget.
- C. Escalate the situation to the project sponsor for a possible resolution.
- D. Work with the project owner to prioritize the product backlog.

## Question #350

Topic 1

An organization is transitioning from a predictive to an agile approach.

What should the project manager do to ensure that the agile approaches will bring about significant change?

- A. Obtain full management support
- B. Identify the organization's key clients
- C. Learn as much as possible about the organization
- D. Conduct agile training for the team members

## Question #351

Topic 1

A customer's technical lead discussed a new feature with the project manager. The project manager believes the new feature will boost performance significantly and adds it as a high-priority item in the sprint backlog. At the end of the sprint, all of the planned stories were not completed because the new feature took more time.

What should the project manager do next?

- A. Agree with the project team to modify and delete some of the stories in the current sprint backlog
- B. Obtain approval from the project team and add the new story to the product backlog
- C. Receive an agreement from the product owner and add the new story to the product backlog
- D. Negotiate with the scrum master before adding the new story to the sprint backlog

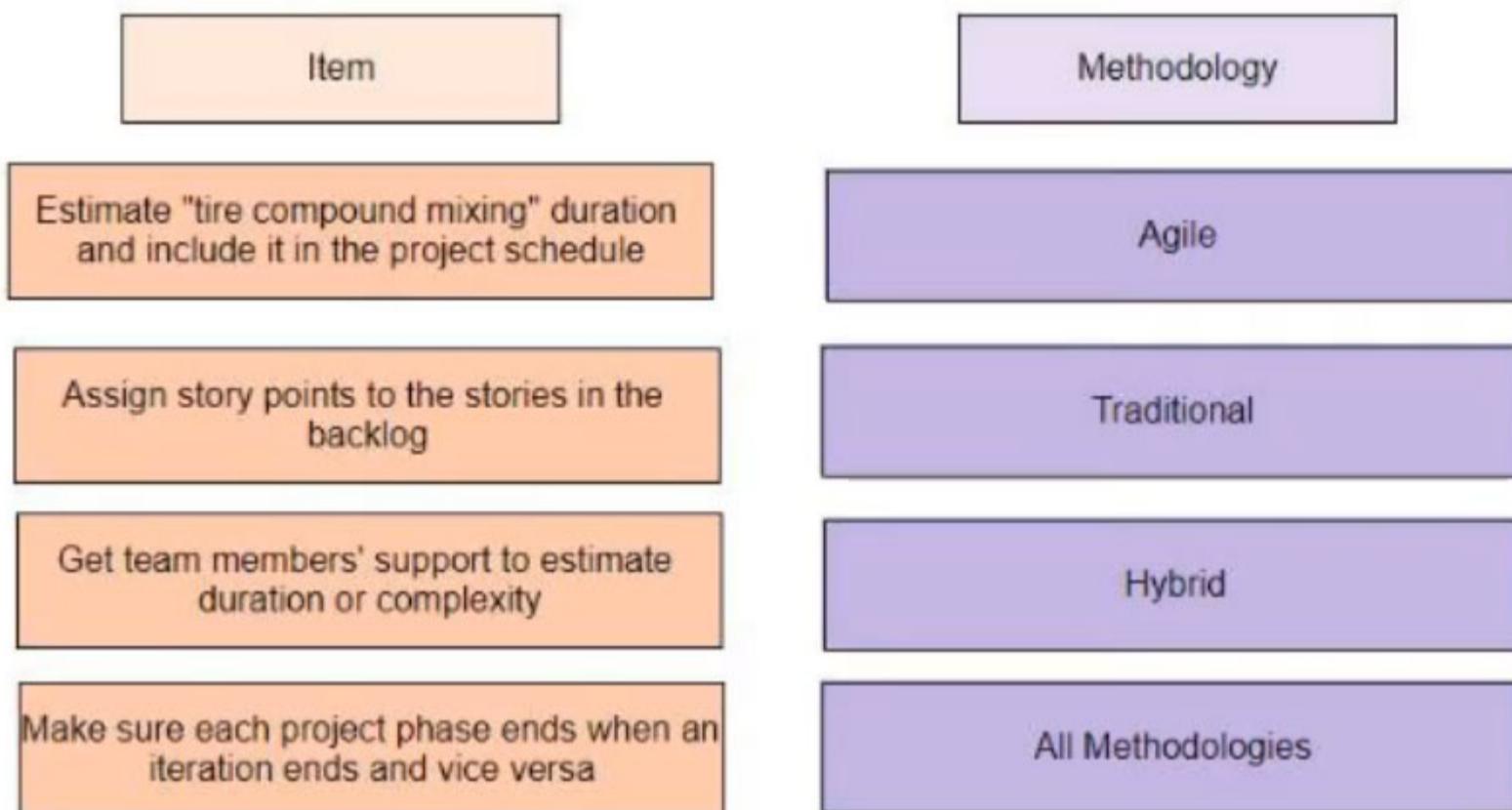
## Question #352

**DRAG DROP -**

A project manager in an automotive company is scheduling activities for a complex project. Some of the project requirements are fixed and some are flexible.

Match the items on the left with the methodology on the right that the project manager is using.

Select and Place:



## Question #353

A project team is working on an agile software development project. The project manager is concerned that the virtual team may not be as effective as a colocated team at headquarters.

Which two actions should the project manager leverage to ensure the team is meeting performance expectations? (Choose two.)

- A. Require a monthly individual status report
- B. Hold daily virtual meetings to review progress
- C. Utilize a web-based kanban board
- D. Task functional managers to drive accountability
- E. Implement time-keeping software for team members

## Question #354

An organization is transitioning to an agile delivery approach. There is only one project that is being used as a pilot for the new approach. The project management office (PMO) manager has asked the project lead how communications with the project team and the stakeholders will be managed.

What should the project lead recommend?

- A. Send weekly reports to the PMO, and use a kanban board for the product owner and the project team
- B. Send the weekly report to the PMO and the product owner, and use a kanban board for the project team
- C. Invite the PMO manager to the daily standup with the project team and product owner
- D. Send weekly reports to all stakeholders, including the project team and the product owner

## Question #355

Topic 1

An urgent meeting has been established with the project team to discuss the cause of some quality issues that are preventing delivery to the client. The product owner recommends a root cause analysis (RCA). What should the project lead do?

- A. Discuss the product owner's recommendations with the team and implement the agreed-on solutions
- B. Allow the team to self-organize so one of the resources can lead the team to achieve consensus
- C. Discuss the recommendations with the test manager and request better quality control
- D. Facilitate the meeting so anyone can share their ideas and is heard during the session

## Question #356

Topic 1

DRAG DROP -

In an effort to modernize the technology for a project, the project manager has been discussing risk prioritization with the project team. The project manager determines that additional parameters are needed to iteratively assess and prioritize the project risks.

Match the project manager's goals on the left with the relevant risk parameter on the right.

Select and Place:

Goals

Risk Parameters

Assess the amount of time before the risk can impact one or more project objectives.

Dormancy

Assess if the risk is related to other individual project risks.

Urgency

Assess how quickly the risk response needs to be implemented in order to be effective.

Connectivity

Assess how long after a risk has occurred before its impact is discovered.

Proximity

## Question #357

Topic 1

The project sponsor of a major initiative is consistently changing the prioritization of modular work packages. The team is used to three week sprints and is becoming increasingly frustrated with the daily changes in scope.

What should the project manager do?

- A. Set up a meeting with the sponsor to explain the importance of keeping a strict sprint cycle.
- B. Decrease the sprint cycle to the average reprioritization request by calculating it in days.
- C. Set up a meeting with the project team and ask for their opinion on what to do.
- D. Move to a Kanban strategy so that work can be reallocated more easily.

## Question #358

Topic 1

A project manager has been assigned to an education project with the objective of training a workforce in application development. One of the deliverables is to provide internships to the best students in the customer's active projects. However, the customer does not have enough projects in progress right now. The project manager decides to create several internal projects in order to ensure the internships.

Which three actions should the project manager take to fulfill this scenario without adding costs for the customer? (Choose three.)

- A. Create a work breakdown structure (WBS) of the new scope with the internal projects.
- B. Create a change request with the scope of the new internal projects.
- C. Use the project's contingency budget.
- D. Influence the client to initiate a new project.
- E. Manage the quality of the delivery.

## Question #359

Topic 1

A project is in the knowledge transfer phase, and a few subject matter experts (SMEs) went to the client site for knowledge transfer. The SMEs captured various process deviations without sharing with the project team.

How can the project manager ensure knowledge transfer across the team?

- A. Ask the project team to run a deviation log review meeting with the client, highlighting that the project may not be able to go live as scheduled.
- B. Ask the project team to facilitate a lessons learned session during the project closure phase to incorporate this issue.
- C. Ask the project management office (PMO) to provide team members with real-time visibility for deviations and facilitate team members to resolve issues.
- D. Ask the SMEs to share the knowledge transfer documents with all other members by placing the documents in the project management information system (PMIS).

## Question #360

Topic 1

A project manager is assigned to a new marketing campaign. The sponsor gives the project manager an approved project management plan for review and explains the scope, business requirements, deliverables, and stakeholders. The project manager asks to see the project charter to gain a better understanding of the project. The sponsor says the project is small and simple so there is no need for a project charter.

What should the project manager do?

- A. Develop the project charter and send it for approval.
- B. Explain that a project charter is necessary to ensure agreement on scope and deliverables and to define the project manager's responsibilities.
- C. Speak with peers about the need for a project charter.
- D. Agree that the project does not require a project charter, especially since the deliverables and milestones are included in the project management plan.

## Question #361

Topic 1

A large multi-year project requires highly skilled staff for successful deployment. The management team and the project sponsor have analyzed the resource requirements and agreed to have permanent staff hired for the project to avoid potential budget overrun. However, there is a risk of staff turnover during the course of the project, which may have an impact on the delivery.

Which two actions should the project manager take to mitigate this risk? (Choose two.)

- A. Meet with management to discuss dividing the project into smaller projects.
- B. Convince senior management to hire third-party staff.
- C. Enhance the competencies of the project team through training, mentoring, and coaching.
- D. Increase the trained staff to create back-up for resources.
- E. Introduce a recognition program to motivate and reward resource performance.

## Question #362

Topic 1

A project team with members from many different countries is struggling to cooperate. The project manager accepted these difficulties during the storming phase of team development, but the team has not moved to the next phase. The project is beginning to fall behind schedule.

What can the project manager do to move the team to the norming phase?

- A. Plan social activities to help foster stronger interpersonal relationships and identify shared goals.
- B. Figure out who is behind the issues and apply progressive disciplinary techniques.
- C. Speak with the project sponsor about changing the team composition.
- D. Show the team the schedule impact of their communication issues and encourage them to put their differences aside.

## Question #363

Topic 1

In a software development project, the product owner and development team agree on a sprint backlog. The highest priority in the backlog is to build a payment module. The team worked on the module during the first half of the sprint, but now two developers want to spend the rest of the sprint focusing on refactoring another feature that might create issues in the future.

What should the project manager do?

- A. Let the developers focus on the refactoring work and discuss it in the retrospective.
- B. Restate to the developers the importance of focusing and meeting the sprint goal.
- C. Escalate the issue to the developers' functional managers.
- D. Praise the developers for their proactivity and focus on quality.

## Question #364

Topic 1

From previous lessons learned working with a client, a project manager notes that the client's turn-around times on documents sent for approval were very slow and well outside of the agreed timelines.

At the initial kick-off meeting with the same client, how should the project manager approach this issue for the new project?

- A. Update the project risk register with the potential for delays.
- B. Inform the client that extra resources will be added to give the client more time for reviews.
- C. Work with the client on an acceptable amount of time for document approval.
- D. Inform the client of their responsibility in relation to document approval.

## Question #365

Topic 1

During an ongoing project, a key resource asks the project manager about the project purpose and if it is aligned with the organization's strategy.

What should the project manager share with the key resource?

- A. The updated project management plan
- B. The updated benefits management plan
- C. The updated communications management plan
- D. The updated scope management plan

## Question #366

Topic 1

After completion of a project with specific users in various countries, the project manager's supervisor asks if the project users are satisfied with the way the project was run.

What two actions should the project manager take? (Choose two.)

- A. Send a questionnaire to the project participants and seek their feedback.
- B. Refer to the communications management plan.
- C. Obtain official approval on the new process from the various countries.
- D. Prepare the lessons learned from the project phase.
- E. Deliver the project materials to the users and see if they have any comments.

## Question #367

Topic 1

A project manager joins a team that is providing a customized enterprise resource planning (ERP) system to a client. A potential design problem is identified by the development team. After reviewing this issue with the project owner and team members, all agreed to revise the design to avoid a system defect when deployed. The design is already approved.

What should be the project manager's next steps?

- A. Make a change request and get formal approval from the project owner.
- B. Inform the client of the problem and follow the change request process.
- C. Conduct a proof of concept to make sure there are no problems in the revised design.
- D. Amend the design specifications and pass them to the development team for reprogramming.

## Question #368

Topic 1

During the execution of a project, the finance team identified that they were not involved in building the business case for the project and will not approve the estimated return on investment (ROI).

What should the project manager do?

- A. Revisit the communications management plan and make necessary adjustments.
- B. Revisit the scope management plan and note this as a risk.
- C. Continue developing based on the project management plan and address the issue post delivery.
- D. Schedule a meeting with the product owner and finance team to agree on course corrections.

## Question #369

Topic 1

After the project charter's approval, the project manager needs to work on detailed project requirements, constraints, and assumptions with stakeholders.

However, not all of the stakeholders are immediately available for a meeting in the short term.

What should the project manager do in order to gather the information needed from stakeholders?

- A. Conduct a meeting to build the project management plan with the stakeholders who are available.
- B. Email, call, or meet with each stakeholder separately to obtain their input.
- C. Escalate to the project sponsor that not all stakeholders are available for a meeting.
- D. Meet with the project management team to build the project management plan before consulting stakeholders.

## Question #370

Topic 1

A project manager has been selected to deliver one of an organization's key flagship solutions. Critical success factors include agility, market adaptation, and a quick response to market offerings.

What is one of the key activities that the project manager should undertake to ensure company success?

- A. Request more funding from the project sponsor to hire additional skilled resources and to incorporate additional quality in the project delivery approach and outcome.
- B. Review the project objectives with the project sponsor to agree on more realistic and achievable project plans and deliverables.
- C. Create a business case after performing a market review, and then submit it to the sponsor to modify the project deliverable to meet the newly defined objectives.
- D. Conduct periodical reviews of the project plans, objectives, and deliverables to ensure all relevant data are captured to continue making informed project decisions.

## Question #371

Topic 1

During the implementation of a project, the project team discovered a new opportunity. After an internal review, the project team agreed that the opportunity is outside of the project scope. The project manager decided to update the risk register and escalate the opportunity to a higher level. What should the project manager do next with this opportunity?

- A. No more action is required.
- B. Share this opportunity with another project.
- C. Further monitor the opportunity.
- D. Establish a contingency reserve to support the opportunity.

## Question #372

Topic 1

During a project's third iteration, two of the existing team members were replaced. As the project entered the next iteration, the team velocity dropped and the performance started to slip.

What should the project manager do?

- A. Guide the team to revert back to the forming and storming stages.
- B. Discuss the decrease in productivity with human resources (HR).
- C. Convene a team building event to address key performance indicators (KPIs).
- D. Escalate the issue to the project sponsor.

## Question #373

Topic 1

While managing a project, the project manager has just noticed that the last several monthly invoices have been challenged by the client when they were clearly defined. The actual invoice payments received have also been late and were outside of the contracted payment schedule. Recent invoices have only been partially paid.

What should the project manager do?

- A. Review past projects for payment-related lessons learned.
- B. Add nonpayment to the issue log and keep tracking payments.
- C. Conduct a meeting with the project team to update the procurement management plan.
- D. Hold a meeting with the client to address the issue.

## Question #374

Topic 1

During a retrospective review, many project team members say they are not completing tasks during the iterations because of interruptions and requests for help from other teams.

As a team facilitator, what should the project manager do to avoid this?

- A. Reunite with the project team members affected and tell them not to reduce the team's capacity.
- B. Hire a coach to help all project teams to improve their abilities to solve problems on their own.
- C. Recommend to the project team members that they should improve their planning and make their stories smaller.
- D. Identify the problem's root causes and define the ground rules with all project team members to minimize interferences.

**Question #375***Topic 1*

A new project manager was assigned to a project during implementation. The project manager realized that new tax policies are creating a risk for a cost overrun by 25%. The project manager updated the risk register and kept the project running as normal. The CEO has announced that the project could be cancelled since the acceptable cost overrun is only 20%. The project manager was quite surprised as this was new information. What should the project manager have done to avoid this?

- A. Implemented the communications management plan properly.
- B. Implemented the stakeholder engagement plan correctly.
- C. Provided a proper risk response.
- D. Ensured the risk tolerance of the company was properly updated.

**Question #376***Topic 1*

A company that is heavily focused on delivering projects using predictive approaches on-boards a new project manager who uses hybrid approaches. The scope of the project contains a number of unclear requirements.

How should the project manager plan the delivery of the project?

- A. Ignore the unclear requirements and focus on the delivery plan of the project.
- B. Wait for the requirements to be more clear before any further action is taken on the project.
- C. Break down the requirements and prioritize the requirements into iterative work packages.
- D. Escalate the issue of unclear requirements to the management team and wait for final authorization.

**Question #377***Topic 1*

A company is changing their current business model. The change requires implementing a complex project using multiple agile teams.

What three options should the project manager have the testing team adopt as testing mechanisms? (Choose three.)

- A. Story testing
- B. Tests based on behavior and test-driven development
- C. Independent personal testing
- D. Security and performance testing
- E. An experimental approach to cover all possible choices

**Question #378***Topic 1*

A new resource has joined an iterative project team. The project manager notices that the resource is unable to complete the deliverables on time. How should the project manager address this situation?

- A. Discuss options to improve performance with the resource manager.
- B. Provide performance feedback as part of the retrospective ceremony.
- C. Address the lack of performance by coaching the new team member.
- D. Request a more efficient replacement resource from the project sponsor.

## Question #379

Topic 1

A large corporation is transforming itself from a predictive to agile approach. A project team with knowledge of agile practices is experiencing significant conflicts with the executives regarding the processes to be followed.

How should these conflicts be resolved?

- A. Train the executives on agile practices.
- B. Include the executives in team retrospectives.
- C. Negotiate with the executives and agree on a process.
- D. Request that the executives use agile practices.

## Question #380

Topic 1

A transportation company is transforming its operational processes and the main system this company uses to move freight. The scope statement is in place. An iterative delivery approach has been agreed by all stakeholders.

What does the project manager need to do next to help the team understand the work that needs to be done?

- A. Create the requirements management plan to outline how project requirements will be collected, analyzed, and documented, and then assign requirements to team members.
- B. Work with the team to decompose the scope into a WBS and work packages in order to create required deliverables and timelines.
- C. Start working on the project management plan with work packages, a detailed schedule, and work assignments for team members.
- D. Work directly with stakeholders on the work breakdown structure (WBS) and assign tasks with a required timeline for each team member to start the work.

## Question #381

Topic 1

After a project has been approved, a key stakeholder tells the project manager that the current project management strategy is not well defined.

The project manager is also informed that the key stakeholder does not want to hold a working session.

What should the project manager do first?

- A. Share the project documents and invite the key stakeholder to discuss any concerns.
- B. Invite the key stakeholder to the project's change control board (CCB) to discuss adjustment of the project strategy.
- C. Ask the project sponsor to exert authority on the key stakeholder in order to maintain the approved timeline.
- D. Proceed with a working session for teams that do not belong to that key stakeholder.

## Question #382

Topic 1

A senior business stakeholder with many years of experience is pressuring an agile team to deliver most of the promised functionality to the customer 18 months in the future as opposed to multiple, incremental deliveries over the course of the 18 months.

What should the project lead do next?

- A. Work with the agile team to schedule the incremental deliveries to enable delivery of business value sooner to the customer.
- B. Work with the stakeholder to understand what the concerns are while, at the same time, conveying the benefits of incremental deliveries.
- C. Schedule meetings with the customer to determine their ability to support multiple incremental deliveries.
- D. Provide details of the concern to the agile team and adjust their goals and release plans to conform to the stakeholder's request.

## Question #383

Topic 1

A new project manager is assigned to lead an agile project. The project manager wants to use motivation to encourage the team to perform well throughout the project.

What should the project manager do?

- A. Implement a reward system aimed to keep the team engaged and motivated.
- B. Find another method to increase the team's performance.
- C. Use the management reserves to fund some team-building activities.
- D. Inflate project estimates to provide a financial buffer for team activities.

## Question #384

Topic 1

A project manager is leading a project that is in an advanced stage. All high-level risks identified in the risk management plan have been resolved or are no longer a risk for the project. Only low-level risks remain.

What should the project manager do now?

- A. Reclassify low-level risks as high-level risks.
- B. Notify stakeholders that all high-level risks have been resolved.
- C. Reduce the priority of project risks as all remaining risks are low-level.
- D. Reevaluate identified risks and update the risk register.

## Question #385

Topic 1

A project manager is managing a hybrid project. After attending an iteration review, a stakeholder tells the project manager that they are very busy and asks why these reviews are held so frequently.

How should the project manager respond?

- A. Record the issue in the issue log and escalate the conflict to the project sponsor for assistance.
- B. Explain to the stakeholder that the stakeholder engagement plan requires their attendance at all reviews.
- C. Discuss with the stakeholder the benefits of the hybrid project and how frequent reviews lead to greater value and less rework.
- D. Negotiate a reduced review attendance with the stakeholder and update the stakeholder engagement plan to reflect this reduced attendance.

## Question #386

Topic 1

The product team is progressing with a prototyping approach to deliver a multiyear business initiative. A few user stories are taking longer to be delivered.

What should the project manager do?

- A. Determine the risks and identify a resolution during the retrospective meeting.
- B. Inform stakeholders about the delay during project updates.
- C. Discover the gaps in the communications management plan and address them accordingly.
- D. Determine cross-dependencies and plan a spike in the next sprint.

## Question #387

Topic 1

A project manager has been managing a project for several months when an issue that had not been registered as a risk appeared. This issue may have a big impact on the project.

What should the project manager do?

- A. Avoid managing the issue as it was not registered as a risk for the project and there is no planned response to it.
- B. Hold a meeting with the project team and relevant stakeholders to agree on the best way to manage the issue.
- C. Delay the project until the issue is addressed and no longer presents as a risk to the project.
- D. Inform the sponsor that the issue has arisen and that the project's success may be uncertain.

## Question #388

Topic 1

A research and development team is finishing up a two year initiative. The project manager is focused on the closing activities for the project.

Which activity should be considered as a priority?

- A. Release the resources and plan for a project completion celebration.
- B. Ensure that knowledge transfer activities are executed as planned.
- C. Hold a steering committee meeting to inform them of the project completion.
- D. Mark the product backlog completion status and update the communications management plan.

## Question #389

Topic 1

An agile project team is looking to develop quality standards for a project.

How should the project manager coach the team?

- A. Determine the tools and techniques suitable for the project and ensure that testing is done early and continuously.
- B. Ensure that the definition of done (DoD) is provided when the product owner agrees that all acceptance criteria have been met for the user story.
- C. Insist that test-driven development is implemented along with the automated testing.
- D. Inform the team that user acceptance testing is required to ensure that the product owner accepts the solution.

## Question #390

Topic 1

Due to delays on some activities, one of the project team members has increased the scope without any approval.

What should the project manager do next?

- A. Remove the changes to match the original requirements.
- B. Add team members to the project to avoid more schedule delays.
- C. Update project documentation with the new scope.
- D. Evaluate the impacts of the changes that were made to the project.

## Question #391

Topic 1

A retail chain is evaluating a project to replace payment systems across all its stores in multiple locations. The project does not pass the financial threshold but is also expected to increase market share, improve customer services, and retain more customers. The project is planned as a phased implementation, building on learning from the retrospectives during each phase.

How should the business increase the value of the project?

- A. Ask the benefits owner to reassess the identified risks that are impacting the outcomes of the financial benefits.
- B. Use a fishbone diagram to find the root cause of the lower financial benefits with the benefits owner.
- C. Consult with experts on methods to reduce costs and increase the financial value of the project.
- D. Quantify the expected tangible and intangible benefits in the benefits management plan for each phase.

## Question #392

Topic 1

During the implementation phase of a construction project, the customer asked a key subcontractor to deliver a work package ahead of time. The subcontractor was not prepared for it and asked the project manager for additional budget.

What should the project manager do first?

- A. Update the risk register and project log, and manage the budget closely.
- B. Revise the project scope accordingly to cope with the budget changes.
- C. Submit a change request to accelerate the project as requested.
- D. Ask upper management for more funds, and update the project budget.

## Question #393

Topic 1

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The following table shows the business value created and the development effort required to implement various features in a product.

Feature Name:	Business Value (units):	Development Effort (weeks):
A	6	2
B	10	4
C	4	4
D	8	8

Which feature should the team prioritize first? Enter the feature name in the box below.

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## Question #394

Topic 1

An agile project is running activities to define the minimum viable product (MVP). During the session, the project manager identifies some mandatory regulations, but there is no consensus to include these regulations in the MVP because it may extend the duration of the project. What should the project manager do?

- A. Ask the project sponsor to add more time to the project.
- B. Get commitment from the team to include all of the required regulations.
- C. Share with the participants the need to focus only on product functionality.
- D. Train the team on the new regulations as requested by management.

## Question #395

Topic 1

A project team has recently completed the initial sprint for developing an automated payroll system for a company. The project manager has scheduled a sprint planning meeting with the product owner and team members to discuss which features should be worked on next. Which two pieces of information does the project manager need in order to make this meeting productive and effective? (Choose two.)

- A. Company mission and vision
- B. Sprint goal
- C. Sprint charter
- D. Product backlog
- E. Burndown chart

## Question #396

Topic 1

A project manager is responsible for building a bridge. The high-level elements of the project are handled using a predictive approach. The software responsible for retracting the bridge has been developed based on agile principles. During software development, the workflow is often interrupted by various delays or impediments due to lack of information.

How should the project manager handle this situation?

- A. Increase retrospectives to deliver results fast.
- B. Make work visible using Kanban boards.
- C. Incorporate small batches of work into the project.
- D. Apply lean manufacturing to limit the team's work.

## Question #397

Topic 1

A project manager who is new to an organization observes that an approaching deadline is likely to be missed because there have been some delays on the project due to a lack of resources.

What should the project manager do next?

- A. Review the risk management plan to identify the response strategy.
- B. Escalate the issue to the sponsor and debrief them about the situation.
- C. Review the milestone list to determine which tasks can be fast-tracked.
- D. Organize a team meeting to discuss the next course of action.

## Question #398

Topic 1

A project manager is tracking a project, but a key stakeholder will not accept the project's key performance indicator (KPI) results.

Which tool or technique should the project manager use?

- A. Change control tools
- B. Expert judgment
- C. Autocratic decision making
- D. Context diagram

## Question #399

Topic 1

An agile team has been struggling to keep up with the planned pace, which is frequently resulting in sprint failures.

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

- A. Switch to a Kanban approach, implementing features on a first-come, first-serve basis, fostering a sustainable pace.
- B. Replace junior team members with more experienced ones, and negotiate the project scope to compensate for the budget gap.
- C. Ask the project sponsor to approve overtime to compensate for the lack of performance while adjusting the plan.
- D. Review the velocity of the team over the last several sprints and adjust the plan accordingly.

## Question #400

Topic 1

A project manager is managing a complex research project with a high level of uncertainty. A request is made to implement a mechanism to measure the quality of the deliverables.

Using a hybrid approach, what techniques can be used to achieve this goal?

- A. Scrum master reviews and the quality Kanban method.
- B. Daily Scrum and product owner quality assessments.
- C. Paired work and the customer role method.
- D. Time-boxed iterations and standup review meetings.

## Question #401

Topic 1

The project team follows a hybrid framework for its delivery. During the execution of a project, the team learns of a new compliance requirement that has to be delivered before any other requirements.

How should the project manager address this situation?

- A. Collaborate with the compliance team member to review and prioritize the requirement's delivery.
- B. Add the new compliance requirement to the backlog as the technical team does not have any capacity.
- C. Include the compliance lead in the stakeholders list and wait for the next status meeting.
- D. Ask the team to include the compliance requirement in the current sprint and deliver it.

## Question #402

Topic 1

A new project manager learns the work assigned to the team has already been decomposed to its lowest level. The project manager reviews the work and feels some additional, useful information is missing.

What should the project manager review?

- A. The WBS dictionary
- B. The requirements traceability matrix
- C. The project charter and scope statement
- D. The business requirement documents (BRD)

## Question #403

Topic 1

The programming activities of a project were planned to last 35 days per module, but the programming of the first module has taken 45 days.

What should the project manager do?

- A. Evaluate the situation and identify ways to compress the schedule without impacting baselines.
- B. Ask the team to work overtime to complete the deliverable on time.
- C. Submit a change request to the project sponsor to change the schedule.
- D. Check the scope to verify if there is scope creep and get the project on schedule.

## Question #404

Topic 1

The marketing team is transitioning to using hybrid approaches for their projects. The marketing director is not knowledgeable about hybrid methodologies, and the project manager needs the director's support as the marketing director is a key stakeholder.

What should the project manager do to obtain the support?

- A. Train the marketing team and keep the director informed.
- B. Mentor the marketing director on hybrid approaches.
- C. Ask the marketing team members to coach the director.
- D. Ask the marketing director to participate in daily meetings.

## Question #405

Topic 1

A project manager is appointed to simultaneously deploy a new solution to branches located in different countries. Deployment teams in each country will integrate and deploy the solution. The project manager discovers that the deployment teams each encounter similar issues. However, each team addresses the issues separately.

What should the project manager do to help ensure more collaboration between the teams?

- A. Ask the project sponsor to appoint new managers for the deployment teams.
- B. Propose that some of the teams delay deployments in their countries.
- C. Ask each deployment team to provide a very detailed schedule and action plan.
- D. Organize regular meetings with all of the deployment teams to share issues and solutions.

## Question #406

Topic 1

A company has a lot of experience with predictive projects. The project management office (PMO) has been trying to implement iterative tools within the project management framework, and the project manager has been asked to use these tools in their current project. After the successful implementation of the iterative tools, the PMO asks the project manager to determine the benefits these tools brought to the project. What should the project manager do?

- A. Determine the data to be monitored during the project as well as the expected performance and targets.
- B. Update the communications management plan to consider performance review meetings with the project stakeholders.
- C. Prepare and submit a status report to the steering committee to update performance monitoring.
- D. Conduct reviews with stakeholders to discuss the potential benefits the approach may have to the project.

## Question #407

Topic 1

A project manager receives a voicemail from a business analyst on the project team. The business analyst indicates that an internal stakeholder is upset that they were not included before the project began. The stakeholder is asking for an addition to the requirements traceability matrix. What should the project manager do to improve the stakeholder relationship?

- A. Update the stakeholder engagement plan to ensure the stakeholder is included in the project stakeholder list.
- B. Consult the project scope document to make sure the addition is in scope.
- C. Engage the stakeholder to solicit more information before responding to the request.
- D. Initiate a project change request so the change control board (CCB) can decide if it is in scope.

## Question #408

Topic 1

Development team members are located in three different time zones. It is difficult to find a suitable time to hold the daily standup for all team members.

What should the project manager do?

- A. Give up the daily standup and replace it with a daily report.
- B. Let the team members decide themselves if they want to join the meeting.
- C. Encourage frequent, small team meetings with two or three team members.
- D. Require all team members to join the daily standup regardless of the meeting time.

## Question #409

Topic 1

During the course of a project, a junior team member approaches the project manager for some direction and advice on risk mitigation. How should the project manager respond?

- A. Offer guidance and follow up with some developmental activity for the junior team member.
- B. Refer the junior team member to the senior team member who develops the risk mitigation strategy.
- C. Inform the junior team member that risk mitigation is not part of their work.
- D. Tell the junior team member that the information is available in lessons learned.

## Question #410

Topic 1

A company is implementing a new system. The project manager has identified that it is best to complete this project using a mix of Scrum and Kanban methodologies. The product owner is confused as to how to start delivering the functionalities required.

How should the project manager assist the product owner?

- A. Coach the product owner on how to create a product backlog.
- B. Discuss the product owner's responsibilities within the project team.
- C. Encourage the team to subdivide the project tasks.
- D. Create a work breakdown structure (WBS) and explain the deliverables to the product owner.

## Question #411

Topic 1

An agile project is in its eighth iteration out of 16. After the last iteration review, the team members receive feedback from the security department about regulations with which the project must comply.

Which two actions should the project manager take? (Choose two.)

- A. Ask the product owner to include the requirements in the product backlog.
- B. Ask the security department for details about regulations.
- C. Ask the stakeholders about the priority of this regulation.
- D. Ask the team members to include the requirements in the next iteration.
- E. Ask the team members to analyze the impact of including this regulation.

## Question #412

Topic 1

A project manager for a strategic initiative realizes a new stakeholder is interested in the project and wants to ensure the stakeholder is fully aware of the goals, objectives, benefits, and risks of the project.

What should the project manager do to enhance the success of the project?

- A. Schedule a meeting with the new stakeholder.
- B. Share the project status reports with the new stakeholder.
- C. Update the stakeholder engagement plan.
- D. Add the new stakeholder to the communications management plan.

## Question #413

Topic 1

During the course of the project, several obstacles are identified that are preventing the project from moving forward. What should the project manager do to remove the obstacles?

- A. Have the project team work on other activities
- B. Implement plans to remove the obstacles
- C. Escalate to the project steering committee
- D. Prioritize the obstacles for resolution

## Question #414

Topic 1

The project is delayed due to the high amount of major changes requested by different stakeholders at different stages of the project. If the project continues on the same path, it will consume twice the time and budget planned.

What two actions can the project manager take to be more cost effective? (Choose two.)

- A. Conduct a stakeholder analysis
- B. Reinforce team communication.
- C. Update the project management plan with the new timeline
- D. Adopt an incremental approach
- E. Leverage work between team members

## Question #415

Topic 1

A project manager is working with a Scrum team that is continually missing deadlines. The steering committee is concerned about the project as it is not clear that it will deliver the expected value. After some analysis, the project manager discovers there is a mismatch of competencies in one of the teams.

What should the project manager do?

- A. Emphasize to the teams the importance of meeting the agreed deadlines
- B. Provide appropriate training to compensate for the mismatch
- C. Update the project schedule to reflect the delay
- D. Accept the risk of the project missing deadlines due to the mismatch

## Question #416

Topic 1

The steering committee has asked a project manager experienced in agile to provide an indication of the time remaining on a medium-sized project.

What tools can be used to provide this information?

- A. A release burndown chart
- B. Analysis of the business requirements document
- C. Story points for the remaining user stories
- D. Surrogate measurements

## Question #417

Topic 1

A team is ready to start working on a project with a customer who was very difficult to work with in the past because the customer was unable to describe exactly what they wanted.

What approach should the project manager take to remove this impediment?

- A. Follow a predictive approach in order to obtain formal acceptance of each deliverable
- B. Work with the product owner to define the minimum viable product(s)
- C. Reinforce the negotiation and soft skills of the team through training
- D. Develop and monitor a plan with due dates to reduce the time of completing the product

## Question #418

Topic 1

A vendor supplying a piece of specialized equipment for a project has reported the potential for a delivery delay due to a technical issue with the sub-supplier. To stay on schedule, the vendor proposed replacing the sub-supplier's component with a similar part that is different from the one that is stipulated in the project specifications.

What should the project manager do next?

- A. Accept the proposed replacement in order to keep procurement activities on track
- B. Insist on using the component per the project specifications and air freight the equipment to mitigate the delay
- C. Instruct the vendor to use the part that is compliant with the project specifications and update the schedule
- D. Consult with a subject matter expert (SME) to see if the proposed change is acceptable

## Question #419

Topic 1

At the end of a meeting, a functional manager takes the project manager aside to raise some concerns on behalf of a project team member who is unclear about their role and responsibilities for the project.

What should the project manager do in this situation?

- A. Develop a work plan for the project team member with the help of the resource manager
- B. Advise the functional manager and the project team member to review the resource management plan
- C. Tell the functional manager and the project team member to review the project charter
- D. Ask the functional manager to create a specific responsible, accountable, consult, and inform (RACI) chart for the team member

## Question #420

Topic 1

A project manager is struggling to figure out the performance of the project teams in an agile environment. For the same scope of work, team A has calculated 100 story points and team B has calculated 125 story points.

Which team is performing better?

- A. Team A as they have calculated fewer story points than team B
- B. Team B as they have calculated more story points than team A
- C. The team that completes the most stories selected from the sprint backlog
- D. The team with the least amount of defects in their deliverables

## Question #421

Topic 1

During the implementation stage of a project, a newly appointed team leader approaches the project manager to verify the team's tasks and schedule. The work did not go as planned due to the team leader's lack of management experience. This could cause delays for the project. What should the project manager do?

- A. Ask the human resources director to appoint a senior team leader
- B. Inform the project sponsor about the possible delay
- C. Directly manage the project team to avoid project delays
- D. Provide mentoring to the newly appointed team leader

## Question #422

Topic 1

A project for Company A was successfully delivered within scope, schedule, and budget by the end of the last iteration. However, during the project celebration ceremony, one of the business stakeholders says they perceive the project as a failure as it did not add any business value. What should the project manager have done to avoid this perception?

- A. Involved the business stakeholders in the sprint review
- B. Defined product backlog priorities with the sponsor and key stakeholders to deliver business benefits
- C. Implemented a closing survey for key stakeholders
- D. Confirmed that there is a communications management plan in place to make business stakeholders aware of the success

## Question #423

Topic 1

A project manager meets with external stakeholders to explain the objectives and outline expectations for a new project. A key stakeholder appears to support the project, with the condition that other unrelated projects will receive financial support. Due to cultural sensitivities, the project manager is reluctant to be direct with the key stakeholder on this matter. The project cannot proceed without the support of this stakeholder.

What should the project manager do?

- A. Proceed with the project without allowing scope creep to occur
- B. Use the contingency funds to provide support for the requested projects
- C. Cancel the project since the stakeholder's request is out of scope
- D. Inform the sponsor and document the request in the stakeholder engagement plan

## Question #424

Topic 1

A key stakeholder for a construction project has been spending a lot of time at the site and interrupting the team's efforts. What should the project manager do in this situation?

- A. Work to understand the key stakeholder's concerns and provide feedback in regular project status reports
- B. Arrange an ad hoc meeting to address the key stakeholder's concerns with team members
- C. Reinforce with the key stakeholder that the project is performing on schedule
- D. Escalate the situation to the project sponsor because the key stakeholder's behavior is impacting progress

## Question #425

Topic 1

A stakeholder on a project has a reputation for being easily angered and unreasonably difficult on projects. The project manager would like to minimize the impact of the stakeholder's behavior on the development team.

What training should the project manager choose for their team to help with this situation?

- A. Communication training
- B. Negotiation training
- C. Emotional intelligence training
- D. Agile training

## Question #426

Topic 1

A company is using a predictive approach for the development of a particular component as defined in the scope management plan. Due to regularly changing regulatory requirements, the development team has requested to utilize agile approaches.

What should the project manager do about the development team's request?

- A. Escalate the request for additional financial resources
- B. Forward the request to the project management office (PMO) to amend the organizational process assets
- C. Ask the project sponsor to obtain approval for implementation of the new approach
- D. Analyze the requirements that will need to be addressed under the requested method

## Question #427

Topic 1

During a daily standup meeting, a roadblock was raised that is preventing one of the team members from proceeding with work. The project manager figures out that it is due to a technical issue.

What should the project manager do to prioritize this critical impediment?

- A. Solve the issue for the team member.
- B. Perform a brainstorming session to address the issue and add the solution to the sprint.
- C. Escalate the issue to the software vendor for technical resolution.
- D. Coach the team to come up with their own solution and add it to the next sprint.

## Question #428

Topic 1

A project is being executed. The project's life cycle is defined as predictive; however, a major deliverable will be handed over incrementally to the customer. The assigned resources are experienced and reliable and are willing to make decisions that the project manager used to make after each incremental delivery on other projects.

What should the project manager do?

- A. Schedule a steering committee meeting and obtain their approval on the request
- B. Support the decisions of the team and transfer the decision making responsibility to them
- C. Inform the team that although this is a hybrid environment, the project manager must still be responsible for making decisions
- D. Consult the product owner about letting the resources make decisions

## Question #429

Topic 1

After reviewing the project management plan with key stakeholders, the project manager was told that an 18-month release plan was unacceptable and the product should launch in six months.

Based on the new timeline, what should the project manager do?

- A. Plan for overtime, apply crashing and fast tracking, and share the risk of failure with project stakeholders
- B. Review the project backlog looking for high-priority items and come up with a minimum viable product (MVP) that fits the expected timeline
- C. Seek approval with the sponsor to triple the project budget, hiring more people to compensate for the compressed schedule
- D. Go over the critical path with stakeholders, explaining why it is not possible to deliver all the scope in the expected timeline

## Question #430

Topic 1

A research and development department is planning to develop a product that will introduce a new line of business for the organization.

What should the project manager do to increase the project's chances of success?

- A. Plan a working session focusing on the scope, vision, and mission of the initiative
- B. Start developing the project management plan based on a previous project template from the project management office (PMO)
- C. Conduct benchmarking to determine the business viability of the initiative
- D. Conduct an impact analysis of the new initiative to determine how the project should be rolled out

## Question #431

Topic 1

The product owner decides to launch a product after a couple of releases, knowing that the minimum viable product (MVP) lacks some features. One of the key stakeholders, the marketing vice president, is not happy with the results and questioned the release decision.

What should the project manager do?

- A. Support the product owner's decision and seek better alignment with this stakeholder in order to avoid this type of issue in the future
- B. Coach the team on the decision-making process, assuming a risk-averse strategy towards product releasing
- C. Assume the responsibility for product releases, making the final call on when something is ready for customer launch
- D. Escalate the issue to the sponsor, questioning the authority of the key stakeholder regarding the product launch decision

## Question #432

Topic 1

In the beginning of project execution, the project manager finds out that a key resource will be unavailable for two weeks, which could cause a delay to the schedule.

What should the project manager do first?

- A. Assign the tasks to another resource, and ask the resource to work double shifts
- B. Update the schedule to reflect the project's changes in duration
- C. Ask human resources (HR) for a replacement, and update the risk register
- D. Update the resource management plan and resource allocation chart accordingly

## Question #433

Topic 1

The change control board (CCB) rejects a change request submitted by a subject matter expert (SME). The SME refuses to accept this rejection and does not want to continue the project without the change.

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

- A. Requested that the sponsor approved the change request first
- B. Assessed the change's overall impact to the project before submission
- C. Ensured that the change request was aligned with the project scope
- D. Submitted the change request directly to the CCB

## Question #434

Topic 1

A food company is developing a new product using a predictive approach, and the product is currently in the testing phase. Given the nature of the feedback of the tests, the project manager has decided to use an iterative approach. At the end of one of the iterations, a new regulation related to the product is enacted.

What should the project manager do next?

- A. Make a change request regarding the project's scope to ensure compliance
- B. Include an assessment to verify compliance in the next iteration
- C. Conduct an iteration review to address the new regulation
- D. Start the tests over, adapting the trials to the new regulation

## Question #435

Topic 1

A project manager is managing an innovation project for a big corporation. The project manager is planning to use email as the main communication channel; however, the product owner prefers to use another approved communication tool instead of email.

What should the project manager do?

- A. Contact the sponsor to request direction regarding the communication tool to be used by the project team
- B. Update the communications management plan based on the product owner's preferences and distribute to the team
- C. Suggest to the team to start using the communication tool suggested by the product owner
- D. Request the product owner to use email because using another tool will increase the workload

## Question #436

Topic 1

The customer's project manager changes during the final stage of a project.

How can the project manager avoid a project closure delay?

- A. Update the stakeholder engagement plan
- B. Review the latest project status report and update the stakeholders
- C. Escalate the case to the customer's management team
- D. Issue the project payment invoice to the customer in advance

## Question #437

Topic 1

In an industrial plant, the owner has decided to add more capacity to the plant by installing a new machine and updating the software used in production. This capacity enlargement will occur while the plant is still functioning and producing. The software update will be accomplished using an agile approach in order to minimize risk. The machine procurement, installation, and integration will be accomplished using predictive approaches.

What types of communications will the project manager have to design into the schedule management plan to ensure the project will be on schedule?

- A. Weekly colocated meetings with the relevant stakeholders
- B. Biweekly conference calls with the relevant stakeholders
- C. Weekly one-on-one meetings with each of the relevant stakeholders
- D. Biweekly written status reports from the relevant stakeholders

## Question #438

Topic 1

During the review of a project's list of deliverables, one of the stakeholders expressed concern that one of the requirements will not be addressed. What should the project manager do?

- A. Check the approved list of requirements to see if there are any missing items
- B. Work with the stakeholder to improve the requirements' acceptance criteria
- C. Review the requirements traceability matrix with the concerned stakeholder
- D. Discuss with the stakeholder which additional requirements should be added

## Question #439

Topic 1

During project execution, a conflict occurs between the project manager and one of the team members at every project team meeting. The ongoing conflict is preventing tasks and deliverables from being completed. The project manager contemplates changing their leadership style. What should the project manager do?

- A. Review the set of responsibilities with the team member
- B. Avoid the team member to prevent further conflicts
- C. Escalate the situation to the project sponsor
- D. Review the personnel skill documents

## Question #440

Topic 1

A newly formed team has become accustomed to agile practices. The project lead has noticed that while they are performing according to expectations, there is boredom with daily team practices among many of the team members.

What should the project lead do in this situation?

- A. Challenge the team to find new ways to achieve higher levels of performance to improve the situation
- B. Speak with individual team members to determine what they would like to do to improve the situation in the team
- C. Have the team inform senior management of the situation and ask for recommendations
- D. Allow the team to self-organize and have them analyze the situation in their retrospective session and self correct

## Question #441

Topic 1

A company starts implementing Scrum. About halfway through the first sprint, communication issues develop. Some project team members are not in sync with other team members.

What is the cause for this communication gap?

- A. The project sprint board has not been updated
- B. Daily standup meetings were not held or enforced
- C. The project status dashboard has not been updated
- D. The communications management plan has not been developed

## Question #442

Topic 1

During the course of a project, the project manager's immediate director is communicating directly with the client to approve changes without the project manager's knowledge. This is causing confusion in the project team where the scope is changing in the background, but only being mentioned in project meetings.

How should the project manager handle this?

- A. Communicate directly with the director and inform them of the communications management plan
- B. Communicate directly with the client stating that any scope changes must go through the project manager
- C. Review the stakeholder engagement plan and put in place any existing actions accordingly
- D. Discuss the issues with the project team and let them know that the project manager will handle scope changes

## Question #443

Topic 1

A project sponsor commonly asks the project manager to skip project retrospectives due to time constraints. However, the project manager persists in running this critical ceremony by reducing the time for preparation and for discussion.

What are two issues that these actions by the project manager could cause? (Choose two.)

- A. A lot of discussions that yield no results or possibly too many results
- B. A lack of direction and motivation for the team in the workshop
- C. Lessons learned from other teams to not be considered
- D. Time management plan for the retrospective workshop to not be updated
- E. A focus on the negative and a disinterest in further improvements

## Question #444

Topic 1

A client is structured as a matrix organization for an agile project. The project manager is working on-site with key stakeholders from different parts of the organization.

How should the project manager handle the different stakeholders?

- A. All stakeholders are important, so the project manager should follow directions provided by management and key stakeholders
- B. Because there are different perspectives, perform a stakeholder analysis and act based on the outcome
- C. The project manager is working on the client's premises, so follow the directions of all the key stakeholders
- D. This is an agile project, so listen only to the directions of the project manager's supervisor and the functional managers of the organization

## Question #445

Topic 1

A project manager is leading an in-house company project in its very early stages. This current project is similar to another project that ended a year ago.

What should the project manager do to analyze the involved stakeholders?

- A. Lower the priority of stakeholder engagement as the stakeholders already have knowledge of this kind of project
- B. Use lessons learned from the previous project as a guide for the current project's stakeholder register
- C. Refer to the stakeholder register from the previous project as it was similar to the current project
- D. Document in the risk register that the current project may have different stakeholders than the previous project

## Question #446

Topic 1

A product owner presented the backlog to the team, and the team raised concerns over implementing some of the features due to various impediments.

What should the project manager suggest that the product owner do next?

- A. Ensure that the impediments are captured and prioritized based upon the highest valued features
- B. Estimate the financial impact of the impediments and request additional funding
- C. Begin to remove the impediments, starting with the easiest ones first, to foster team accomplishment
- D. Capture the impediments and inform management that their assistance is needed in resolving the impediments

## Question #447

Topic 1

A company was awarded a project in a dangerous location that poses several high-level risks for employees. Help is needed to train the employees on major safety and health factors. The project is ongoing and uses a hybrid approach. The project will be conducted in multiple sites, with several development iterations running in parallel.

How should the project manager handle this situation?

- A. Allocate and use part of the project's contingency reserves for training purposes
- B. Negotiate a contract and form a partnership with a local authority for medical and security support services
- C. Perform a retrospective and update the risk register and resource management plan regarding the necessary budget for training
- D. Hire only local resources who are aware of the territory's hazards, providing employment to the local community

**Question #448***Topic 1*

A vendor informed the project manager that a critical resource will be on a long leave of absence. The project team reviewed the pending vendor deliverables and identified an alternative solution, but the solution will incur an additional cost. The project is currently on schedule and slightly under budget.

What should the project manager do next?

- A. Request a replacement resource
- B. Perform a cost-benefit analysis
- C. Implement risk responses
- D. Perform Integrated Change Control

**Question #449***Topic 1*

A project manager just started managing agile projects. The project manager realizes that due to the lack of a clear definition of project objectives and definition of done (DoD), their colleague's projects have had many difficulties. Sponsors keep asking for more features and the projects have yet to be completed.

What should the project manager do to avoid these issues?

- A. Arrange meetings to ensure every necessary task to complete the project is included in the project management plan
- B. Convince the project sponsor to incorporate quality experts so the product can be tested and accepted as completed
- C. Convince the product owner to approach the team and look for options to find a solution to the problem
- D. Schedule meetings with key stakeholders to build the agile project charter and set clear expectations for the project

**Question #450***Topic 1*

A member of the board of directors is the sponsor of a project that is important to the organization. This stakeholder has many other priorities and is not currently engaged in the project activities.

How should the stakeholder be engaged in the project?

- A. Keep the stakeholder informed and consult with them based on their needs
- B. Involve the stakeholder in governance and decision making
- C. Consult with the stakeholder and increase their level of interest
- D. The stakeholder needs to be made aware of the project progress

**Question #451***Topic 1*

A marketing team is planning for a multiyear initiative that will include a lot of cross-functional stakeholders. The project manager has been assigned and is now in the project planning phase.

What item(s) should the project manager develop first?

- A. A product backlog and identification of the features to be delivered
- B. A business case and scope document
- C. A communications management plan that addresses the team's needs
- D. A risk management plan to incorporate known risks

## Question #452

Topic 1

A key project stakeholder showed interest in the beginning of a complex agile project, but has become less involved as the sprint has progressed due to additional responsibilities. A few sprints later, the key stakeholder rejected a feature deliverable. The team is reworking the rejected deliverable for the next sprint.

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

- A. Involved the key stakeholders in the decision-making process
- B. Customized stakeholder communications based on the stakeholders' needs
- C. Analyzed the changes in stakeholder attributes
- D. Documented the project vision and objectives

## Question #453

Topic 1

As a member of an organizational change management team, a project manager must pass on any changes to the project team. The project manager needs to avoid any misunderstandings or resistance to help ensure that the project team will support any organizational change.

What should the project manager do?

- A. Conduct meetings with resistant members to facilitate smooth project implementation
- B. Meet with the team on a regular basis to ensure they are aware of changes
- C. Influence the team to communicate any changes
- D. Check with the team members on their willingness to change

## Question #454

Topic 1

A project manager is working on a software development project. A team member complains that since the project tasks are very simple, there is no reason to perform quality control. The project manager understands that removing the quality management plan from the project will also help to save money, which is important to the customer.

What should the project manager do?

- A. Register starting the project without a quality management plan as a risk, and allocate the budget savings to the management reserve
- B. Develop the quality management plan, as quality is as equally important as cost and schedule management
- C. Get confirmation from management that the team member has enough experience to build software without quality control
- D. Ask the customer to order an external quality audit after accepting the project deliverable, and decrease the budget of the project

## Question #455

Topic 1

A marketing team is developing ideas in order to revamp an existing product. The marketing executive reaches out to the project manager to make sure that necessary measures are in place for a successful launch.

On what should the project manager focus?

- A. Ensuring that the team is also focused on the overall change management plan
- B. Determining and aligning performance indicators that will help in assessing successful delivery
- C. Planning for regular project updates to cover the status of critical deliverables
- D. Ensuring that the scope management plan is in place to cover all related objectives

**Question #456***Topic 1*

During the closing process, the project manager learns that one deliverable is not meeting customer expectations. How should the project manager proceed?

- A. Ask the customer to issue a change request with the information to analyze and provide a solution
- B. Review the deliverable requirements, check the customer approval criteria, and proceed accordingly
- C. Meet with the customer to reach agreement on the scope of the deliverable that will satisfy both parties
- D. Contact the project sponsor and ask for help in negotiating the closing of the project with the customer

**Question #457***Topic 1*

A product company is transforming the way it develops and releases products in the market. Executives believe that this is a high-risk initiative, and this initiative must be successful.

What should the project manager do in this scenario?

- A. Develop a business case with assumptions for the new model
- B. Develop a communications management plan to inform the employees about the new business model
- C. Adopt an iterative rollout approach that delivers the highest business value earlier
- D. Develop a detailed sprint plan with clear deliverables

**Question #458***Topic 1*

Two weeks after the approval of the project management plan for a global project, the project manager noticed that it was approved based on a different level of understanding by international stakeholders and is not what the project manager presented for approval.

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

- A. Sent the meeting minutes to the stakeholders after the kick-off meeting
- B. Reviewed all the approvals immediately after the kick-off meeting was over
- C. Ran separate kick-off meetings for each culture and time zone
- D. Validated each stakeholder's understanding during the kick-off meeting

**Question #459***Topic 1*

The rollout of a new finance system is in the execution phase. A number of issues have surfaced in the last month that are slowing the project down. A new project sponsor has recently started with the company but has not had time to meet the project manager. The project is at the point where the issues are significantly impacting delivery of the project.

How should the project manager alert the new project sponsor about these concerns?

- A. Send an email invitation to the project sponsor to attend all of the project team's weekly meetings, and hope the sponsor will find time to attend
- B. Send an email to the project sponsor summarizing the project status and key concerns, and request an immediate face-to-face meeting to discuss them
- C. Continue emailing updated project status reports highlighting the key risks and issues, and wait for the project sponsor to request a meeting
- D. Complete a risk analysis outlining the delays and impacts, and email a copy of the risk register, urging the project sponsor to respond

**Question #460***Topic 1*

A project manager is acting as a scrum master in a hybrid project and is dealing with a conflict between team members.

What strategy should be used to handle this conflict?

- A. Sort conflicts into two groups: positive and negative
- B. Place conflicts into categories: structural and interpersonal
- C. Place conflicts on a shared conflict list and ensure it is visible
- D. Review conflicts during daily Scrum so they are handled in a timely manner

**Question #461***Topic 1*

A new agile team is forming and the project manager notices that the team is struggling in many areas. The team is experiencing both the inability to meet iteration commitments and team member conflicts.

What should the project manager do next?

- A. Raise the issues in the retrospective and propose solutions
- B. Inform management that commitments will not be met
- C. Involve management to help resolve the conflicts
- D. Coach the team both as a whole and individually

**Question #462***Topic 1*

The resource management plan is already done, and the team is located in different countries around the world. Team members are in multiple time zones, and they use different languages for communication. The project manager needs to keep the team organized and avoid misunderstandings and miscommunication that may produce a negative impact to the project.

What should the project manager do to reduce negative impacts to the project?

- A. Modify the communications management plan to account for regional differences
- B. Conduct cultural awareness seminars
- C. Hold a virtual meeting to discuss the political environment
- D. Conduct a multigenerational management training session

**Question #463***Topic 1*

During the design phase, a project manager realizes that the project will benefit from using adaptive tools. The effectiveness of this approach has been proven in past projects inside the organization.

What should the project manager do first?

- A. Update project documents to include adaptive tools and artifacts and plan the first iterative session
- B. Contact the project sponsor and request new team members who are familiar with adaptive projects
- C. Confirm team capabilities before introducing adaptive tools and artifacts to the project
- D. Freeze the design stage and look for an external resource to run iterative design at extra cost

**Question #464***Topic 1*

A project manager is leading a project which shows a trend to exceed the cost baseline.

What should the project manager do first to manage the budget?

- A. Ask the project sponsor for assistance in getting the budget back on track
- B. Meet with the project team to analyze the actual cost to determine deviations
- C. Inform the stakeholders that the project will be finished over budget
- D. Issue a change request including the analysis to increase the budget

**Question #465***Topic 1*

Two functional managers disagree on key features of one deliverable during the planning of a project. The project manager discovers that each manager included requirements that contradict each other. The functional managers do not want to meet with each other to find a solution. This situation has been escalated to the sponsor who requests a meeting with them.

What strategy should the project manager use to resolve this conflict in the meeting?

- A. Explain to the managers that the contradicting requirements are being considered for implementation in the project
- B. Explain to the managers that only one of the two requirements can be implemented, and submit a change request
- C. Ensure that both managers understand the requirements and search for a solution that best satisfies this deliverable
- D. Request that the managers explain why each requirement must be implemented and decide by considering the cost and benefits

## Question #466

*Topic 1*

A project manager is approaching the end of a project, and several tasks are now practically complete and ready for handover to the client. How should the project manager proceed?

- A. Update the quality management plan for the overall project
- B. Ask the client to verify and accept the tasks that have been completed
- C. Close out the project tasks that have been completed
- D. Update the communications management plan for the overall project

## Question #467

*Topic 1*

During a documentation audit of an international company, it was identified that the last version of the project schedule was from one month ago even though the project manager knew it was recently updated.

How should the project manager have handled documentation for the project?

- A. Updated the project management plan regularly and had it securely shared with all stakeholders
- B. Assigned a project team member to ensure all project documentation was updated
- C. Reviewed the risk register to identify a response plan for the audit
- D. Kept documentation in the project management information system (PMIS), and shared it with appropriate stakeholders

## Question #468

*Topic 1*

A new regulation has been approved that will impact the deliverables in the fourth phase of the project. The delivery is following an iterative approach and is currently completing the second phase.

What should the project manager do next?

- A. Consult with the project sponsor to discuss a cost increase
- B. Acquire approval for an exception to the implementation of the new regulation
- C. Get approval for the additional budget from the steering committee
- D. Meet with subject matter experts (SMEs) to assess the impact to objectives

## Question #469

Topic 1

The tables show the requirements for an agile project with the anticipated return on investment (ROI) and identified project risks, along with the analysis details.

Item	Priority	ROI (\$)
Requirement 1	1	10,000
Requirement 2	1	8,000
Requirement 3	1	25,000

Risk	Risk Impact (\$)	Risk Probability
Risk 1	5,000	75
Risk 2	4,000	50
Risk 3	20,000	45

What should be the priority order in the product backlog?

- A. Risk 3, Risk 1, Risk 2, Requirement 3, Requirement 1, Requirement 2
- B. Requirement 3, Risk 3, Requirement 1, Requirement 2, Risk 2
- C. Requirement 3, Requirement 1, Requirement 2
- D. Requirement 3, Requirement 1, Risk 3, Requirement 2, Risk 1, Risk 2

## Question #470

Topic 1

One of the main inputs required for a deliverable is missing due to a miscommunication between the vendor and project manager. Because of the missed deliverable, the critical path of the project is extended.

What should the project manager do next?

- A. Start an audit of the vendor's processes and procedures
- B. Review lessons learned from previous projects with this vendor
- C. Make a detailed analysis on vendor issues during the project
- D. Execute a contingency plan to address the issue with the vendor

## Question #471

Topic 1

During the design phase of a project, the project manager notices that the schedule performance index (SPI) is 1.8 and the cost performance index (CPI) is 0.1. In a weekly meeting with top management, the project manager reports concerns about these indicators. However, the most concerned person was the project sponsor who said that if the trend continues, they will be forced to prematurely close the project.

What should the project manager do?

- A. Monitor the project sponsor, but understand that it is normal to spend more money in the design phase of a project
- B. Stop crashing the schedule
- C. Manage the project sponsor closely and revise the project's resource management plan to improve indicators
- D. Use a resource-leveling technique

## Question #472

Topic 1

A new project manager is planning an information security project for a company that resides in different countries.

What is the first step the project manager should take to gather customer requirements?

- A. Conduct a stakeholder analysis to identify how regional policies may influence needs
- B. Request relevant stakeholders to conduct an analysis and reach consensus independently
- C. Conduct a project scope review workshop with relevant stakeholders
- D. Conduct project planning meetings in one location with relevant stakeholders

## Question #473

Topic 1

A company's project management office (PMO) has been trying to implement an adaptive approach in the project management framework and a project manager has been asked to use adaptive tools in their next project. This is not the first time the request has been made and the previous project failed when adaptive tools were implemented.

What should the project manager do?

- A. Prepare a change request and seek approval from the steering committee regarding the new project framework
- B. Conduct individual interviews with key stakeholders in order to understand all concerns, then prepare a communications management plan
- C. Bring in a third party company to develop and implement a hybrid framework for this specific project
- D. Recommend to the PMO that it is not the right time to start implementing adaptive tools in projects

## Question #474

Topic 1

To estimate the costs of a new project that is similar to a project that was implemented last year, the project manager meets with a group of experts from the previous project. The group uses a three-point estimating technique. The project manager submits the estimated budget to the project sponsor for approval. The project sponsor, who is new to the company, is concerned because the budget exceeded their expectations.

What should the project manager do?

- A. Review the organizational process assessment to determine if a contingency reserve was considered in the budget estimate
- B. Review the historical information and lessons learned from last year's project to justify the new budget estimate
- C. Change the budgeting technique to a more accurate, bottom-up cost estimation
- D. Use soft skills to convince the project sponsor to approve the new budget estimate

## Question #475

Topic 1

The project manager is having difficulty obtaining approval of the project requirements because there is disagreement among the project stakeholders. This issue is putting the project schedule at risk.

What should the project manager do first to facilitate the approval of project requirements?

- A. Review the project charter
- B. Perform a stakeholder analysis
- C. Identify the source of the disagreement
- D. Hold a team-building event

## Question #476

Topic 1

A project manager has been assigned to a project and receives the project charter from the project management office (PMO). The document is very clear about customer requests. During Project Scope Management some requirements seem to be different from the ones specified within the project charter.

What should the project manager do?

- A. Modify the baseline of the project for minor impact changes to the project scope
- B. Use a focus group and brainstorming sessions to gather more details about the project scope
- C. Register the changes in the configuration management plan and send it to the change control board (CCB)
- D. Explain to the sponsor that these requests could endanger the schedule and cost of the project

## Question #477

Topic 1

An agile project manager would like to convert the requirements document into epics, capabilities, features and stories.

In how many iterations should the project manager estimate the story duration?

- A. Four iterations
- B. One iteration
- C. Two iterations
- D. Three iterations

## Question #478

Topic 1

An agile project is running its fifth iteration out of eight. After the last iteration planning the team was informed that there is a new competitor in the market, and it is necessary to move faster to ensure market share is not missed.

What should the project manager do?

- A. Add the competitor's functionalities to the product backlog to improve the product
- B. Ask the sponsor to add more people to the team
- C. Help the team to find a new approach to launch the product as soon as possible
- D. Ask the team to increase the velocity to launch the product as soon as possible

## Question #479

Topic 1

During the development of a product, the project manager observes conflicts between project stakeholders, resulting in deliverable and output approval delays.

On which area should the project manager focus?

- A. Revisiting the project management plan to ensure deliverables are on time
- B. Increasing the frequency of project update meetings to keep stakeholders informed
- C. Revisiting the stakeholder engagement plan, focusing on specific overlooked stakeholders
- D. Reviewing the business case and identifying gaps within scope

## Question #480

Topic 1

During the execution of a project within an operations function, the project manager encounters scope changes and a delay in the delivery of critical tasks.

How should the project manager address this situation?

- A. Communicate the concerns to the project management office (PMO) during the weekly project reports
- B. Call for a team meeting to decide if the changes should be included
- C. Initiate the change request to modify the scope and adjust the timelines
- D. Conduct an impact analysis and present the results to the steering committee for approval

## Question #481

Topic 1

The project velocity has recently slipped, and a decision was made to skip testing to increase the momentum and bring the project back on track.

What will the project manager need to focus on as a result of this decision?

- A. Increased burn rate
- B. Increased cost
- C. Increased technical debt
- D. Decreased efficiency

## Question #482

Topic 1

During project execution, the project manager notices that the work performance reports have deteriorated drastically in less than two weeks. The project team in country A is complaining about delays resulting from holidays occurring in country B that have impacted their project team.

How should the project manager handle this situation?

- A. Implement crashing to compress the schedule and improve the schedule performance index (SPI).
- B. Implement fast-tracking to compress the schedule and improve the SPI
- C. Perform conflict management using the project's resource management plan.
- D. Review the risk management plan to evaluate the probability and impact of these delays

## Question #483

Topic 1

During daily calls team members share task progress. One team member does not usually communicate many details and has critical tasks to be completed. All team members are located in different countries and critical work is about to start.

Which two options will help the project manager in this situation? (Choose two.)

- A. Encourage all team members to use a virtual workspace
- B. Ask the team to send emails with detailed task progress
- C. Talk to the team member about their engagement and take appropriate action.
- D. Reassign the work to a resource who participates in the daily calls
- E. Report the team member's poor performance to the functional manager

## Question #484

Topic 1

A project manager is implementing a new software system. Some department staff members are questioning the necessity of the change and feel the new system will impede their current processes.

What should the project manager have done at the start of the project to prevent this resistance?

- A. Created a communications management plan that outlined the method of communicating to stakeholders
- B. Ensured that the company culture encourages changes before accepting the project
- C. Encouraged leadership to discuss the change with departments that are typically resistant to change
- D. Involved stakeholders from all levels of the company so everyone understands the change

## Question #485

Topic 1

One of a project manager's team members is continuously improving. This team member has been a role model and mentor to others in the organization.

How should the project manager acknowledge this team member's commitment?

- A. Send this person to a meeting to negotiate the scope with the client
- B. Appreciate this team member's performance throughout the project life cycle
- C. Promote this team member to a coaching role after this project is completed
- D. Document it in the team member's end of year performance review

## Question #486

Topic 1

During the planning stage of a project the project manager realizes that a standard stakeholder engagement approach will not suffice. One of the client representatives, who is not a key decision maker, is extremely opinionated. This client representative could become a roadblock to progress due to their perceived level of authority during meetings.

How should the project manager handle this moving forward?

- A. Ask that only key decision makers attend the project meetings.
- B. Update the project schedule to cater to this particular stakeholder.
- C. Allocate time to gain buy-in from the stakeholder prior to key decision meetings.
- D. Update the risk register to consider the possible project impacts.

## Question #487

Topic 1

The city has decided to build a new tram station. The project will include various approaches. The construction and infrastructure work will be accomplished using a predictive life cycle while software will be developed using an iterative life cycle. Some neighbors are resisting the project have been asking the mayor to stop the project, and are threatening legal action.

What two actions should the project manager take? (Choose two.)

- A. Discuss with the construction team alternatives on moving the new train station to another location
- B. Publish information on the city's website about the benefits that the new tram station will bring
- C. Have a meeting with the mayor and explain the importance of the new train station to the city
- D. Conduct regular meetings with the neighbors to get their buy-in for the project
- E. Register this situation as a risk and develop a mitigation plan

## Question #488

Topic 1

Which two actions should a project manager consider while launching a new virtual team? (Choose two.)

- A. Recruit the best resources within the organization to be part of the virtual team
- B. Evaluate the project manager's own strengths and weaknesses as a virtual team leader to identify avoidable pitfalls
- C. Identify the types and quantities of resources required for each work package or activity
- D. Establish in the beginning, how progress will be monitored and the best means for communicating progress
- E. Verify if team members are on more than one team and cannot devote enough time to this team

## Question #489

Topic 1

Important projects in the portfolio backlog need to be delivered. Budget estimates are needed to prioritize the projects.

How should the project budgets be estimated?

- A. The project is decomposed into features and based on the feature value and the velocity of the team, the team provides the estimate
- B. Budget estimates are provided based on the experience of the sponsor, product owner and team facilitator
- C. The team facilitator uses historical data and arrives at an estimate based on the nature of the project.
- D. The product owner obtains all project details and based on the team's experience and velocity provides a budget estimate

## Question #490

Topic 1

At the end of a project with multiple suppliers, the project manager is reviewing the closing process and finds that an unexpected financial balance is remaining.

What will help the project manager understand why this has occurred?

- A. Project audit
- B. Lessons learned
- C. Organizational process assets
- D. Procurement audit

## Question #491

Topic 1

A new project manager is assigned to a project midway through its implementation. During the first risk review meeting, the project manager notices that the version of the risk register used by the project team members is different from the one the project manager is using. What should the project manager have done to avoid this issue?

- A. Referred to the communications management plan
- B. Validated the issue log
- C. Validated the project artifacts
- D. Performed expert judgment

## Question #492

Topic 1

During project execution, the project manager discovered that a key deliverable was missing from the scope of work. After investigation, the project manager and the team discovered that the missing deliverable will impact the critical path.

What should the project manager do to avoid future delays?

- A. Submit a change request.
- B. Add additional resources to the project
- C. Update the scope of work
- D. Review the risk management plan

## Question #493

Topic 1

During the last sprint review, the main stakeholder complained that the product was missing many features they had been expecting. The project team argued that every increment met the acceptance criteria and was approved by the main stakeholder. The cost performance index (CPI) of the project is 1.15 and the schedule performance index (SPI) is 1.43. What should the project manager do?

- A. Ask the project team to perform the modifications since the project budget and schedule can support them.
- B. Ask the stakeholder to submit a change request to increase the budget and time for the modifications requested.
- C. Explain to the stakeholder that since the acceptance criteria for every increment were met the project can be closed.
- D. Analyze the reason for the gap in understanding with both sides and negotiate a solution.

## Question #494

Topic 1

Some members of a project team are frustrated by a new team member who previously worked in a Scrum setting. This new team member approaches members of the project team on a daily basis in what appears to be an attempt to engage in individual standup meetings. What should the project manager do?

- A. Schedule a meeting for the project team to review the communications management plan.
- B. Tell the rest of the project team to continue discussions with the new team member.
- C. Send an email to the project team outlining the communications strategy.
- D. Mentor the new team member on the methodology the project team is using.

## Question #495

Topic 1

An organization is transitioning to agile and a project has been chosen as a pilot. The assigned project manager only has experience using predictive approaches, but the project manager is now required to use agile approaches with the help of an agile coach. During the retrospective of the fifth sprint, the project team complains that many obstacles exist with the organization that are creating project delays and rework. What should the project manager do in this situation?

- A. Include impediment resolutions during daily standup meetings
- B. Perform a root cause analysis during the standup meetings
- C. Create a dedicated sprint to solve the obstacles with the team
- D. Promote collaboration to help remove the obstacles for the team

## Question #496

Topic 1

An organization has historically executed most projects using a predictive approach. The organization now wants to change over to an agile approach.

Which strategy will be useful to effectively help prepare the organization for this change?

- A. Create a task force of executives who will monitor agile projects on a daily basis.
- B. Add multiple layers of managers who will be accountable for the agile execution.
- C. Improve organizational readiness by addressing impediments to agile in the organization.
- D. Take a big bang approach of moving the whole organization to agile at once.

## Question #497

Topic 1

An integrated project involves the interaction of both hardware and software and the sponsor has approved the schedule management plan. The project team evaluated the product's feasibility of functionality and accelerated testing.

What should the project manager do as a servant leader?

- A. Support the team as necessary to find the minimum viable product (MVP).
- B. Amend the project budget to include MVP testing.
- C. Submit a change request to the project sponsor for accelerated testing.
- D. Develop the product as per the schedule to perform integration and testing.

## Question #498

Topic 1

The project charter was just approved and the project sponsor has given permission to proceed with the project. The program manager has confirmed that one of the requested key resources is also needed on another project at the same time. This will affect project delivery.

What should the project manager do?

- A. Pay overtime to key resource to get the work done outside of working hours
- B. Have a meeting with project manager of the other project to find a resource optimization solution that works for both projects
- C. Speak with the client to see if the project delivery deadline can be delayed due to resource availability
- D. Talk to the program manager about prioritizing this project over other projects so the key resources are available

**Question #499***Topic 1*

The project manager has learned that the project sponsor is unhappy with the development of the project requirements. In order to realign the project with the sponsor's expectations, what should the project manager do?

- A. Review the project goal diagram with the team
- B. Perform a stakeholder evaluation
- C. Confirm which templates the team should be using
- D. Review the risk management plan

**Question #500***Topic 1*

During the retrospective ceremony, the agile team is talking about the product owner's expectations not being met. What should the project manager have done at the beginning of the project?

- A. Defined the expected agile team contribution in the creation of the backlog
- B. Assessed the capabilities of the agile team and planned for the required training
- C. Defined the team ground rules and shared project vision
- D. Communicated project vision and sprint goals clearly to the team

**Question #501***Topic 1*

A project has a very tight delivery schedule. The project is approaching the delivery date and the project sponsor often sends the project manager alerts to avoid any schedule slippage. The project team has performed at an acceptable level until now but the project manager wants to ensure the team's performance level is maintained until the end.

What action should the project manager take to motivate the project team's performance?

- A. Send a formal notice to team members instructing them to maintain performance
- B. Hire a few temporary team members to help with the additional work
- C. Award certificates of appreciation to encourage the team
- D. Inform the team about the delivery pressure from the project sponsor

**Question #502***Topic 1*

The project schedule is falling behind and the project manager observes that the project team seems to be spending the majority of their time writing documentation instead of performing project tasks.

What should the project manager do to help ensure that the team focuses on project tasks?

- A. Assign a team member to handle the documentation activities
- B. Coach the project team to complete the project documentation activities
- C. Review and adapt the appropriate project artifacts
- D. Save all documentation activities until the end of the project

## Question #503

Topic 1

A high-performing team member's performance has been consistently increasing over the past year, leaving other peers behind. The project manager has been reluctant to publicly recognize the team member's contributions for fear of discouraging others. The project manager is also concerned that the team member may leave if not rewarded for the contributions made.

What should the project manager do?

- A. Promote the higher performing team member to a higher position
- B. Request the high-performing team member to mentor the other team members
- C. Remind the high-performing team member to focus on shared rewards rather than individual rewards
- D. Reward the high-performing team member privately to avoid team disruption

## Question #504

Topic 1

A large project is affecting the neighborhood in which it is located. The neighbors are not satisfied with the project and their resistance to the project may affect the project deadline.

What two actions should the project manager take? (Choose two.)

- A. Send letters to the neighbors and ask them kindly not to disturb the project
- B. Set up a meeting with neighborhood representatives to win their cooperation
- C. Analyze the situation and find out what is causing the neighborhood's negative attitude
- D. Ask the customer to extend the project deadline to allow time for conflict resolution
- E. Ask the mayor of the city to use their authority to stop neighborhood resistance

## Question #505

Topic 1

A company has decided to implement a new archiving system. A data breach occurred during the implementation of the project.

What should the project manager do first?

- A. Implement the planned risk response to handle the issue
- B. Review possible alternative documentation methods with team
- C. Update the risk register with the risk and proposed impact
- D. Ask the team to fix the system to resolve the issue

## Question #506

Topic 1

After gathering all the requirements for a project with dependencies on external stakeholders, the project team is finishing the second iteration. At this point, the project manager learns about a possible change in regulations that would prevent the product launch.

What should the project manager do to realize benefits?

- A. Add an entry in the risk log
- B. Implement the changes
- C. Review target benefits
- D. Improve the team's velocity

## Question #507

Topic 1

After a couple of iterations, the project manager decides to present the product to a key stakeholder. The stakeholder's feedback is that the team missed the mark on many features.

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

- A. Set up requirements-gathering sessions with all key stakeholders to evaluate the scope once again and reprioritize the backlog based on the sessions
- B. Schedule adequate sprint demos to gather early feedback from the stakeholders and adapt the plan accordingly
- C. Incorporate design thinking practices into the project life cycle to better understand the product's personas and be more effective to match their needs
- D. Evaluate the team's skills to look for someone with experience in product design and assign that person the task of rebuilding the product interface

## Question #508

Topic 1

A new team member is added to a self-organizing team. The new team member is reluctant to speak and take part in team discussions or decisions.

Which two actions should the team take to engage this new team member? (Choose two.)

- A. Revisit the team's discussion on team behaviors and norms
- B. Report to the project manager about the new team member's behavior
- C. Coach the new team member to improve engagement with the team
- D. Force the new team member to participate in activities that are considered easy
- E. Facilitate an open discussion on all ideas and perspectives

## Question #509

Topic 1

A company wants to increase the commercial value of one of its products in a highly competitive market. In order to do this, the company commissions a project to create a prototype. The team constructs the prototype incrementally.

Which action should the project manager take as a priority?

- A. Emphasize the use of Kanban methodology
- B. Ensure the project sponsor is aware of the go-to market date
- C. Deliver business value as soon as possible
- D. Implement a plan-do-check-act (PDCA) cycle

## Question #510

Topic 1

During the daily meetings with the team the project manager notices that a new team member is not making the expected progress on an assigned task.

What should the project manager do?

- A. Ask the new team member to follow the team ground rules
- B. Ask an experienced team member to identify a replacement
- C. Ask the new team member to reassess their own capabilities
- D. Ask an experienced team member to coach the new team member

## Question #511

Topic 1

A company's project management office (PMO) has started to implement iterative tools. A project manager is starting a new project and has identified an opportunity to use the iterative tools. One of the senior managers is concerned about this modified framework as it is fairly new to the company.

What should the project manager do first?

- A. Organize individual sessions with the stakeholders to build awareness and trust in the new framework
- B. Look for external training on the new framework to eliminate the risk of low engagement from stakeholders
- C. Send documentation to the senior manager about the advantages of the new framework
- D. Escalate the senior manager's concern to the project sponsor and distribute the status to the team

## Question #512

Topic 1

A project in the execution phase is behind schedule and is missing some materials. The contractor submits an offer to supply the missing materials and reimburse the cost since the internal procurement process will cause more delay. The project manager does not agree with the costs submitted by the contractor for the missing materials.

What should the project manager do next?

- A. Ask the project sponsor to allocate more budget to cover the costs
- B. Update the procurement management plan and negotiate with the contractor.
- C. Ask the contractor to review the offer and reduce the costs.
- D. Update the procurement strategy and negotiate with the contractor

## Question #513

Topic 1

A project manager presented the project schedule to the main stakeholders. They have requested that the project be completed two months earlier than the scheduled date.

What should the project manager do?

- A. Hold a stakeholder meeting to align timelines and scope expectations
- B. Crash the schedule to shorten the timeline while keeping the scope unchanged
- C. Update the cost management plan to allocate more resources to the project to finish the scope earlier
- D. Reduce the scope of the project by removing activities and shortening the timeline

## Question #514

Topic 1

During the execution of a project the project manager notices that only one team member has one of the technical skills needed to build the product. The project manager is afraid this might have a future impact on the quality and schedule, because most of the upcoming activities will require at least three people with this specific skill.

What two actions should the project manager take to prevent the team from being unqualified? (Choose two.)

- A. Exclude the activities from the roadmap
- B. Encourage working in pairs and knowledge sharing
- C. Teach the entire team the new skill
- D. Facilitate a training event with an external tracer
- E. Increase the time estimates on the activities that require such abilities

## Question #515

Topic 1

The team is working on a critical project deliverable and the project manager is concerned about meeting the deadline. There have been complaints from some stakeholders about some of the team members' performance. The project manager wants to understand the situation and provide feedback to the team as soon as possible.

What three actions should the project manager take to address this situation? (Choose three.)

- A. Define team ground rules
- B. Perform a retrospective session
- C. Implement daily team meetings
- D. Request a manager performance review
- E. Conduct an annual review

## Question #516

Topic 1

An organization is embarking on the deployment of a new digital solution that will revolutionize purchasing services. The project manager has created all the necessary plans and activities to ensure a successful integration and solution launch. There is a risk of a partner's system being unavailable which could impact the project negatively.

What key activity is needed to ensure the project's success?

- A. Communicate to the project stakeholders that full integration may not be possible and that the project will potentially be delayed as a result
- B. Eliminate the risk by mandating the partner to change the system settings to facilitate an easier integration with the new solution
- C. Continuously monitor the risk of the partner system's unavailability, and put the proper resolution plans in place in case the risk materializes into an actual issue
- D. Mitigate the risk by developing alternative plans to make the solution ready and available without full integration capabilities

## Question #517

Topic 1

The CEO has authorized the development of a complex financial product for a company to provide greater future benefits. The budget has been acquired through financing with global investors who expect all risks to be identified as soon as possible.

What should the project manager use to identify the risks?

- A. An analysis of shared risks between parties
- B. Strengths, weaknesses, opportunities, and threats (SWOT) analysis
- C. Expert judgment
- D. A risk value assessment

## Question #518

Topic 1

The sponsor is supportive in leveraging agile approaches. The project manager is contemplating how to roll out the agile approach and gain buy-in from both project team members and stakeholders.

What should the project manager do first?

- A. Determine which agile software tools will be required to support agile delivery within the organization
- B. Select a current predictive project, define the approach, and provide agile training to execute the remainder of the project
- C. Start with a pilot project of appropriate complexity, and provide agile training to those who are impacted
- D. Determine how to transform the organization using agile techniques, including organizational training and communications

## Question #519

Topic 1

A technical manager newly appointed by the client, visits the project site to verify the project deliverables. The technical manager feels that the project manager has not been providing enough information.

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

- A. Update the issue log and escalate to the project sponsor
- B. Identify the lack of information as a risk and update the risk register
- C. Schedule more frequent meetings with the technical manager
- D. Review and update the stakeholder engagement plan

## Question #520

Topic 1

During initiation of a new product improvement project, a project manager finds historical data showing that a similar project resulted in customers complaining of an even worse user experience compared to the previous product version.

How can the project manager prevent this outcome in the new project?

- A. Hire a team of external users to perform acceptance testing on the product
- B. Define a user focus group as external stakeholders with a high influence on outcomes
- C. Hire a consultant to perform a benefit analysis as an input to the project charter
- D. Define a high-level risk and plan mitigation after completing the work breakdown structure (WBS)

## Question #521

Topic 1

In analyzing a project for monthly status reporting, the project manager notices that the schedule performance index (SPI) is 0,75 and the cost performance index (CPI) is 1,25. The project manager must provide the first project status review soon and wants to emphasize that the project is under control. How should the project manager report the project status to key stakeholders?

- A. Prepare a detailed presentation for stakeholders on earned value including how it is calculated and the project's current earned value results
- B. Report that the project is behind schedule but that an additional experienced resource can be added to stay within schedule and maintain the budget
- C. Perform a detailed root cause analysis utilizing a pareto chart and fishbone diagrams to demonstrate that the project is under control
- D. Report that the project is not tracking as expected, but is still under control since the next project milestone is over a month away

## Question #522

Topic 1

After a meeting with the customer, the project manager receives special recognition because the project is always on schedule. Later that day, the project manager attends a regular project team meeting to follow up on the status of the deliverables.

What should the project manager do in the project team meeting?

- A. Share the customer feedback with the project team
- B. Follow the meeting agenda and make a list of the next deliverables
- C. Document this feedback in the meeting minutes
- D. Start planning how to improve the dates of next deliverables

## Question #523

Topic 1

Team members are having a discussion with the project manager. In the last retrospective meeting, the team realized that the obsolete equipment could affect the next iteration of the project. The team recommends buying new equipment because it is critical to the success of the final deliverable.

What should the project manager do next?

- A. Check the project budget to verify if there is enough contingency reserve
- B. Review the cost management plan to determine how to address this issue
- C. Tell the team members that more equipment is not part of the project's scope
- D. Submit a change request to increase the budget and buy new equipment

## Question #524

Topic 1

A company's CEO has just returned from a conference on the use of artificial intelligence (AI) and would like the project manager to implement this technology in the organization.

What should the project manager do first?

- A. Start developing a business case
- B. Start a strength, weaknesses, opportunities and threats (SWOT)
- C. Engage stakeholders and allocate resources
- D. Gather requirements from stakeholders

## Question #525

Topic 1

A project manager is leading a project with several stakeholders in other functional areas of the company. One of these stakeholders has just been promoted to lead another functional area, and remains a stakeholder for this project.

What should the project manager have the project team update to ensure proper communications to stakeholders?

- A. Project management plan
- B. Stakeholder engagement plan
- C. Stakeholder register
- D. Communications management plan

## Question #526

Topic 1

A verbal announcement is made that the new team member joining the Scrum team has limited mobility. The scrum master is aware that some team members are unsure how the dynamics of the team will change.

What should the scrum master do?

- A. Create a stakeholder engagement plan
- B. Design a communications management plan
- C. Update the team charter accordingly
- D. Set up a meeting to discuss accommodations the team will have to make

## Question #527

Topic 1

Stakeholders in some industries prefer to deal with programmers and system analysts directly, bypassing project managers. This complicates managing resources on projects.

How should a project manager solve this issue?

- A. Propose implementing a new project management information system (PMIS).
- B. Request a meeting with senior management to escalate the situation
- C. Promote adoption of the communications management plan with the project team.
- D. Host a team-building event to develop team cohesion and improve communication

## Question #528

Topic 1

During an inspection, the production phase was stopped because the inspector claimed that regulatory labels were missing. What should the project manager do?

- A. Conduct an expert judgment evaluation.
- B. Review the quality management plan
- C. Update the lessons learned register
- D. Review the risk management plan

## Question #529

Topic 1

A project team is having difficulties understanding technical details regarding requirements. The information was not initially provided by the customer, but the information is critical in the current iteration for clarification on how tasks need to be accomplished.

How should the project manager approach this situation?

- A. Request that the customer reviews and clarifies feature definitions for the current sprint
- B. Send a burndown chart of the current sprint to the customer and seek clarifications.
- C. Educate the customer and have them participate in daily standup meetings.
- D. Schedule weekly meetings and product reviews with the customer to clarify requirements

## Question #530

Topic 1

A project manager has received an updated earned value analysis report. The following are the key findings from the report:

- \* Budget at completion = US\$1 million
- \* Earned value = US\$0,7 million
- \* Actual cost = US\$0,75 million
- \* Cost performance index = 0,933

Based on this information, what should the project manager conclude about project performance?

- A. The project will be completed exactly as planned
- B. The project will be easier to complete than planned
- C. The project will be difficult to complete as planned
- D. The project will not be completed as planned

## Question #531

Topic 1

A project manager has been appointed to a multimillion-dollar project. The project is considered to be high risk since no similar projects have been undertaken before and there is no historical data. Some external stakeholders are reluctant to provide support.

What approach should the project manager take?

- A. Examine the plans, processes, policies, and knowledge that are specific to the organization undertaking the project
- B. Establish dialogue with stakeholders on the project constraints, assumptions, and critical inputs
- C. Convince senior management to close the project since the project lacks sponsorship and is considered to be high risk
- D. Host a project team meeting, then update the risk register and the project management plan

## Question #532

Topic 1

A project manager is assigned to a project in a company that is transitioning to agile. Not all stakeholders believe in the project, and some stakeholders would like the entire project defined and planned out early in the project. However, the project sponsor needs a quick win to ensure the continuation of the project.

What approach should the project manager use?

- A. An agile approach as this would provide working functionality earlier
- B. A predictive approach as this would please the senior stakeholders
- C. A hybrid project as this will mitigate stakeholders' concerns
- D. A predictive approach as this will show benefits for all stakeholders

## Question #533

Topic 1

A team is currently working on a mobile app solution. During sprint execution, one of the developers requires clarification about the acceptance criteria for a particular task.

What should the project manager do to obtain the information required by the developer?

- A. Request direction from the project sponsor
- B. Write an email to the client requesting clarification
- C. Seek support from the development manager
- D. Work with the product owner to clarify the requirement

## Question #534

Topic 1

A project manager works with a global virtual team. The team is facing difficulty in communicating with each other and often misses important messages. This difficulty leads to missed deadlines.

What should the project manager do to enhance project team effectiveness?

- A. Implement team colocation to improve communication
- B. Identify the root cause of communication issues
- C. Initiate daily communication of project progress
- D. Schedule a communications control board meeting

## Question #535

Topic 1

A team member misses a project meeting without it being approved and has been penalized as defined in the ground rules. This team member, as well as other team members, insist that it is the first time they have seen this rule regarding the project and they do not agree with the penalty.

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

- A. Ensured the team charter was developed by the team members
- B. Ensured the team members are fully supportive of all decisions
- C. Distributed the project charter to all team members
- D. Used a charismatic leadership style

## Question #536

Topic 1

A team is working on implementing a communications system when the client says that they are considering closing the project. The project manager schedules an urgent meeting with the client to understand why the project is at risk. Which two tools or techniques can the project manager use to influence the client's decision to keep the project active? (Choose two.)

- A. Alternatives analysis
- B. Voting
- C. Cost-benefit analysis
- D. Multi-criteria decision making
- E. Autocratic decision making

## Question #537

Topic 1

A project manager has two projects that are being executed at the same time. The duration of the critical project must be reduced, but the project manager does not have enough resources to achieve this goal. In addition, the schedule does not have activities that can be overlapped. What should the project manager do?

- A. Analyze both projects to determine the most effective use of common resources
- B. Use resource optimization to justify requesting more resources for the critical project
- C. Provide schedule optimization training to the project teams to improve their skills
- D. Apply fast-tracking techniques to compress the schedule of the critical project

## Question #538

Topic 1

A project manager for a maintenance project has a contract that is renewed annually. The project started 6 years ago. After contract renewal this year the auditors reported that this version of the contract violates a new law that was passed last year.

What has happened in this situation?

- A. The contract has not been appropriately reviewed by the project team
- B. The stakeholder engagement plan has not been correctly implemented
- C. The legal department has not disseminated the law correctly to all staff
- D. The project manager does not have enough knowledge on this legal matter

## Question #539

Topic 1

A project manager realizes that a project is becoming delayed because some key decisions are affected by contradicting views between the organization's senior management and external stakeholders.

What should the project manager do?

- A. Review the stakeholder register and ensure that communications are being followed in line with the communications management plan.
- B. Isolate the project team from external factors such as senior management and stakeholders so that decisions can be made more quickly
- C. Review the remaining scope and rebaseline the project's schedule to take into account delays in decision making
- D. Review the adequacy of the project's governance and ensure that an appropriate structure is in place

## Question #540

Topic 1

A team member shares with their functional manager some negative details about the performance of another team member that was discussed during the retrospective. The project manager finds out about this discussion.

What two actions should the project manager take? (Choose two.)

- A. Contact the team member's functional manager and invite them to the next retrospective
- B. Meet with the entire team to review the ground rules about safe environments
- C. Meet with the product owner to talk about the situation
- D. Contact the team member to explain what information can be shared outside the team
- E. Meet with the sponsor to review the situation

## Question #541

Topic 1

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

What should the project manager do?

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

## Question #542

Topic 1

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

What should the project manager do?

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

## Question #543

Topic 1

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

What should the project manager do?

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

## Question #544

Topic 1

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

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

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

## Question #545

Topic 1

A project for a new product launch is in a very initial stage and the requirements are evolving. Due to stiff competition in the market, the customer would like to launch the product keeping the scope flexible. The project team intends to start the work based on the forecast of a similar project delivered last year.

Which project approach suits the scenario?

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

## Question #546

Topic 1

A project team is experiencing delays in completing a task that turned out to be more complex than initially estimated. This is a critical task that could impact current iteration goals.

What two options will help the team initially address this obstacle? (Choose two.)

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

## Question #547

Topic 1

The project manager of an agile project has been asked to reduce the budget by 30%. Since this is a small project team, the budget is primarily allocated to resources.

What strategy should the project manager use in order to keep delivering value in a restricted environment?

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

## Question #548

Topic 1

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

What should the project manager do?

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

## Question #549

Topic 1

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

What should the project manager do?

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

## Question #550

Topic 1

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

What should the project manager do first?

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

## Question #551

Topic 1

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

How should the project manager address this situation?

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

## Question #552

Topic 1

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

What should the project manager do?

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

## Question #553

Topic 1

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

What should the project manager do?

- A. Ask the product owner, who is the key stakeholder, to choose among the different ideas
- B. Propose ideas to the group, ask everyone to vote, and then choose the most popular idea
- C. Schedule a session to give everyone the chance to express their opinions about each idea, then vote and decide
- D. Offer an opinion about the pros and cons of each idea and try to reach a consensus in a facilitated meeting

## Question #554

Topic 1

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

What should the project manager do to assist the new team member?

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

## Question #555

Topic 1

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

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

## Question #556

Topic 1

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

What should the project manager do?

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

## Question #557

Topic 1

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

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

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

## Question #558

Topic 1

A company recently used desktop research for a feasibility study, which showed that the project is behind schedule. The project team also has concerns about the impact of scope changes on the project schedule.

What should the project manager do to keep the project on schedule while still meeting project objectives?

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

## Question #559

Topic 1

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

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

## Question #560

Topic 1

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

What should the project manager do?

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

## Question #561

Topic 1

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

What should the project manager do?

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

## Question #562

Topic 1

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

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

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

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

**Question #563****Topic 1**

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

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

**Question #564****Topic 1**

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

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

What should the project manager do?

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

**Question #565****Topic 1**

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

What should the project manager do?

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

**Question #566****Topic 1**

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

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

## Question #567

Topic 1

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

How should the project manager reflect this change in the project?

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

## Question #568

Topic 1

A project manager for a large multiyear industrial project has a project with diversified stakeholders from various geographical areas. Recently, the project manager encountered an issue with stakeholder engagement.

Which two tools should the project manager use to determine the underlying reason for why engagement is not having the planned effect? (Choose two.)

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

## Question #569

Topic 1

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

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

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

## Question #570

Topic 1

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

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

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

## Question #571

Topic 1

A team is holding the first demonstration of the software built to date on a medium-sized project. The product owner has uncovered a number of issues they would like to be addressed before providing approval.

How should the project manager approach this problem?

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

## Question #572

Topic 1

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

What should the project manager do first?

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

## Question #573

Topic 1

A project to develop a large hydropower plant is in the implementation phase and is managed using a hybrid approach.

What should the project manager do to ensure full compliance of quality requirements during the execution phase?

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

## Question #574

Topic 1

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

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

## Question #575

Topic 1

As part of the strategic plan, a company decides to implement a new software platform to manage a centralized document repository. Some requirements are clear and some need more detail.

What should the project manager do first to decide how to manage this project?

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

## Question #576

Topic 1

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

What interpersonal skill did the project manager use?

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

## Question #577

Topic 1

For the purposes of quality assurance, a quality audit was conducted on the processes being used in the project execution plan. One of the nonconformance issues raised by the auditor was that attendance lists for the project risk review meetings were not available.

Why is an attendance list important?

- A. It is standard practice on projects to conduct risk review meetings which should have records on meeting attendance
- B. The attendance list is evidence that risk review meetings were held with the appropriate project team members
- C. It is a record that shows the number of attendees in the meeting
- D. It is a document that is registered within the lessons learned register

## Question #578

Topic 1

A company is initiating a project to enhance one of its existing products. All of its products are developed internally. What should the project manager do?

- A. Ensure the stakeholder engagement plan is accurate and properly documented
- B. Review the lessons learned from the previous project
- C. Identify the risk of implementing the new solution and evaluate the impact on the project
- D. Create a lessons learned document for the initiation phase

## Question #579

Topic 1

The client will not agree to closure, claiming that the project team has not performed the code inspections mandated in the development contract.

The project team has performed the code inspections, however the records are not complete.

What should the project manager do?

- A. Seek expert legal advice on the interpretation of the clauses in the contract
- B. Hold a meeting with the project team project sponsor and the client to agree to the further work required to close the project and add to lessons learned
- C. Close the project and hand over the deliverables to the client
- D. Hold a lessons learned workshop with the project team and project sponsor to avoid contractual compliance issues arising in future projects

## Question #580

Topic 1

A project manager has a team of shared resources from other projects who are working on a client project. Three days before the project is due. The team informs the project manager that the project will be delayed because a component was not delivered on time. Competing priorities of the shared resources are delaying delivery of the component.

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

- A. Updated the risk management plan and registered lessons learned for the project
- B. Reorganized the team for the project based on the work breakdown structure (WBS)
- C. Maintained constant communication with the stakeholders of the other projects
- D. Used the resource management plan to identify the impacts of the other projects

## Question #581

Topic 1

A project manager has been managing a highly complex project. The project manager has ensured that all of the required tasks have been completed. During a recent external audit, the project manager was informed of a heavy penalty being levied on the project for the latest module that was implemented.

What should the project manager have done to ensure that there were no liabilities arising from the recent implementation?

- A. Ensured that all defects identified during testing were resolved before implementation
- B. Ensured that all of the required tasks identified in the scope were completed successfully
- C. Ensured that all documentation was completed post implementation before closing the project
- D. Ensured that all the required approvals were received per the organizational procedures

## Question #582

Topic 1

A project manager at a company is considering a high-performing junior member of the organization to be the new project manager for a current project.

What should the project manager do to prepare for a recommendation to senior management?

- A. Compile key highlights featuring the team member from the meeting minutes
- B. Ask the team member to write a short biography listing their qualifications
- C. Gather project artifacts that demonstrate the team member's high performance
- D. Calculate the health of the projects on which the team member has worked

## Question #583

Topic 1

A project manager is assigned to a project that is in development. As the project manager reviews the project's progress, they find a few tasks that are behind schedule. After investigating, the project manager discovers that a few team members were pulled to work on other assignments, which impacted their ability to focus on the project manager's project.

Which two actions can the project manager take to bring the team back on track? (Choose two.)

- A. Establish daily standups to review project progress and track the completion of deliverables
- B. Allow the team members to catch up at their own pace
- C. Alert the business stakeholders immediately of the schedule delay
- D. Discuss the risk of project delay and work priorities with the respective functional managers
- E. Work with the team to identify options to accelerate project delivery.

## Question #584

Topic 1

A project manager accepts a delivery at the project site but the items are of a poor quality. The project manager gets the local vendor to fix the items but more deliveries from this vendor are expected.

What should the project manager do going forward?

- A. Allocate extra time to inspect deliveries for quality assurance upon arrival at the site
- B. Review the contract requirements and ask for the applicable evidence for quality assurance
- C. Have the vendor issue the quality documentation prior to the next delivery
- D. Call the vendor and have them verbally guarantee the quality of the next site delivery

## Question #585

Topic 1

During project execution, the risk owner is monitoring the critical speed rate of a power engine to eventually trigger the defined risk-response strategy. During the risk assessment and management process phase, it was defined that the power engine has the following characteristics:

1,600 rpm (rate-per-minute) -> stops working and crashes the system

1,500 rpm (rate-per-minute) -> warns of max rate allowed

1,400 rpm (rate-per-minute) -> reduces the power and brakes the engine

Which of the following statements is correct?

- A. 1,600 rpm is a project risk, 1,500 rpm is an event that triggers a response strategy, and 1,400 rpm is a project issue.
- B. 1,600 rpm is a project issue, 1,500 rpm is an event that triggers a response strategy, and 1,400 rpm is a project risk.
- C. 1,600 rpm is a project issue, 1,500 rpm is a project risk, and 1,400 rpm is an event that triggers a response strategy.
- D. 1,600 rpm is an event that triggers a response strategy, 1,500 rpm is a project issue, and 1,400 rpm is a project risk.

## Question #586

Topic 1

Project A is critical for the company and must be completed within nine months. The project charter has been signed but the project scope statement has not been prepared. Management asks the project manager to move forward with the project without an approved project scope statement.

What should the project manager do next?

- A. Escalate the issue to the project sponsor and add it to the risk register
- B. Refuse to work on the project because management is not following standard project management practices
- C. Meet with management to explain the potential problems with running a project without a project scope statement
- D. Start the project with inputs from the project charter to save time

## Question #587

Topic 1

A project manager is starting a project using a hybrid approach and notices some team members only have knowledge of predictive approaches. What does the project manager need to do first in order to have good project performance?

- A. Coach those team members lacking hybrid knowledge to learn on the job.
- B. Change the team to include hybrid experts.
- C. Assess the required training per team member.
- D. Deliver hybrid training to all team members.

## Question #588

Topic 1

While reviewing prototypes, the quality team found some deviations that do not affect the main functionality but have the potential to be an issue in the future. To avoid major problems in the future, the team recommends corrective actions that will require additional funds. The project is already struggling to stay on budget and has even used some of the contingency reserves.

What should the project manager do?

- A. Ask the product designer why the deviation was not considered in the design phase
- B. Report to the project sponsor that the product is working and the project is struggling with the budget
- C. Evaluate and initiate the change request process with the stakeholders
- D. Ask the quality team to discard the sample and test again with a new sample

## Question #589

Topic 1

A team has been struggling with various issues during the course of an iteration. The project lead facilitates a discussion of the issues and the team forms new team agreements. During the next iteration, some of the same issues appear again.

What should the project lead do next?

- A. Notify senior management of the issues, and have them review the importance of agreements with the team
- B. Challenge the team to determine if the issues surfaced again because agreements were not followed
- C. Post the agreements in a conspicuous place where all of the team members can see them
- D. Let the team self-organize and determine the best means to prevent the issues from occurring again

## Question #590

Topic 1

A technical subject matter expert (SME) identifies an occurrence that should be captured in the project's lessons learned. The SME asks the project manager to write, document and include it in the lessons learned register.

What should the project manager do?

- A. Assign the documenting task to a project team member.
- B. Ask the SME to document and capture the occurrence.
- C. Request the SME to wait until the project closure phase.
- D. Take ownership of documenting this information.

## Question #591

Topic 1

During the course of a project, the project manager wants to ensure that the work carried out and the product being created do not deviate from the prescribed business value.

What should the project manager pay special attention to in order to achieve this goal?

- A. Reviewing and updating the requirements management plan
- B. Carrying out quality audits and failure analyses
- C. Monitoring the work breakdown structure (WBS)
- D. Monitoring and updating the benefits realization plan

## Question #592

Topic 1

The project manager has observed that two team members have been arguing with each other openly at meetings. To push their ideas through, each team member individually spoke with the sponsor directly and made decisions without informing the project manager or other team members.

What two actions should project manager take? (Choose two.)

- A. Ask the team members to work it out themselves
- B. Discuss this situation with other project managers and ask for advice
- C. Reiterate ground rules at the next meeting and ensure that all team members are clear about these rules
- D. Address the behavioral issue with each team member
- E. Discuss the behavior directly with their managers and request them to correct the behavior

## Question #593

Topic 1

The project sponsor on an agile project informed the project lead that an executive would like an update on the project's progress.

What should the project lead do?

- A. Provide a link to the project's shared drive for the executive to search through for any artifacts that are of interest
- B. Invite the executive to the project's meeting space to determine if the project information radiators meet their needs
- C. Reach out to the project management office (PMO) for status report templates and provide project updates in that format
- D. Ask the project sponsor or product owner to provide an update since the project lead should be trying to keep the team free from impediments

## Question #594

*Topic 1*

A project manager is leading a meeting with key stakeholders, the project sponsor and the product owner to define the features that will be released after the next iteration. The purpose of the meeting is to review the product backlog prioritization, considering that during the past iteration some deliverables were not completed.

Which two items should be taken into account first to review and update the product backlog priorities during the meeting? (Choose two.)

- A. Complexity and the cost of development
- B. Industry trends and the technical approach
- C. Cost of delaying some features against business value
- D. Reusing components from another product
- E. Length of time each feature has been on the backlog

## Question #595

*Topic 1*

A project manager led the implementation of an electronic invoicing project that has just been completed. The financial manager communicated that the team discovered three invoices with errors.

Which two documents should the project manager update as soon as possible? (Choose two.)

- A. Issue log
- B. Risk register
- C. Stakeholder register
- D. Change log
- E. Backlog register

## Question #596

*Topic 1*

During an iteration of a project, a planned activity becomes more complex. The work should be delivered in the shortest time possible.

What approach should be used in this situation?

- A. The team facilitator gets support from external team members.
- B. The team members bring in a specialist to help them
- C. The product owner moves it to the product backlog.
- D. The cross-functional team member work together to complete the activity

## Question #597

Topic 1

A multinational company has a plan to expand their business into a new country where they currently have no presence. A project manager is assigned to initiate this project.

After reviewing the business case, what should be considered first when developing an appropriate implementation strategy?

- A. Acquire project resources from the new country to mitigate the risk of uncertainty
- B. Evaluate the environmental and regulatory factors and identify high-level risks and assumptions
- C. Identify and monitor the risks closely since the company does not have lessons learned for this country
- D. Ensure that project sponsors are in agreement on the project deliverables and timeline during the project

## Question #598

Topic 1

A project manager is assigned to lead a newly formed agile team. The functional manager has assigned tasks to team members, but the team members do not feel empowered.

How can the project manager promote empowerment and accountability among the team?

- A. Assign the tasks individually based on the role of the team member to ensure expertise on the subject.
- B. Encourage and assign the team to perform demos of their products or software with the customers
- C. Give the team autonomy to make their own decisions on how to perform the tasks
- D. Encourage the team to keep the product owner involved when choosing ways to resolve the given task

## Question #599

Topic 1

A project manager who is managing a critical project in a multinational company is conducting a progress meeting with all team members. During the meeting, one of the team members states that they are facing a critical problem that will prevent them from completing their assigned task.

What should the project manager do?

- A. Ask the team member to follow the approved communications management plan to communicate their issue
- B. Schedule a meeting with the concerned team member to review and update the issue log together
- C. Review the risk register with the team member to find the proper response action for this issue
- D. Ask the team member to raise a change request to assess the issue in detail

## Question #600

Topic 1

During the last sprint review the product owner stated that the product does not deliver any value. The project manager believes that the product meets all the provided specifications. The team is confused by the product owner's statement.

What should the project manager do when using a hybrid approach?

- A. Escalate the matter to the executive board so they can decide on next steps
- B. Prioritize the project backlog and ask the development team to fix the issues
- C. Review the project's benefits management plan with the product owner
- D. Ask the product owner to terminate the project as it is no longer aligned to the expected benefits

## Question #601

Topic 1

A geographically distributed project team has development issues between the collocated and virtual teams causing productivity to decrease. What should the project manager do to address this issue?

- A. Force the team members to work from one location
- B. Develop protocols for resolving conflicts between team members
- C. Obtain special expertise to advise the team members
- D. Set up face-to-face meetings with project team members

## Question #602

Topic 1

A Scrum team has committed to delivering a specific capability in their first release. Multiple operational issues have prevented the developer from delivering key capabilities. The technical lead has also given notice that they are resigning from the company.

What should the project manager have the Scrum team do to recover from these issues?

- A. Review constraints in the ongoing sprint planning and evaluate options for the release plan
- B. Stop the sprint and replan and prioritize the backlog to reduce resource levels
- C. Consult the resource management plan for an appropriate response
- D. Continue with existing sprint plans to ensure some of the scope will be delivered

## Question #603

Topic 1

A project manager is leading a large-scale project that involves 70 stakeholders. The project manager has heard various comments and expectations from the customers, some of which are contradictory. Consequently, some requirements are not clear.

What should the project manager do to build consensus regarding the requirements?

- A. Escalate the issue to the management team for their review and guidance
- B. Create a survey template to collect feedback from stakeholders to reach an agreement
- C. Organize a face-to-face meeting with all stakeholders to understand their interests and concerns
- D. Leverage expert judgment to determine the requirements that should be considered

## Question #604

Topic 1

A project manager has been asked to lead a project. The performing organization does not have a project management office (PMO) or formal governance policies procedures, and guidelines for this type of project.

What should the project manager do first to determine a governance approach for the project?

- A. Consult a subject matter expert (SME) as to the best governance policies, procedures, and guidelines to be used by the project
- B. Consult with team members and stakeholders to determine whether the organization has any informal governance policies procedures, and guidelines
- C. Choose either a predictive or agile framework best suited to the nature of the project, and use this framework as the basis for project governance policies, procedures, and guidelines
- D. Coach the self-managing team to produce tailored governance policies, procedures and guidelines for the project

## Question #605

Topic 1

A key project stakeholder who was a big supporter and motivator for the project team is leaving the organization. The project team is experiencing low morale and poor teamwork.

What should the project manager do to improve morale?

- A. Identify the wants and aspirations of the team
- B. Build team connections and emotional bonds
- C. Forge consensus through team participation
- D. Set goals and push the team to achieve the goals

## Question #606

Topic 1

DRAG DROP -

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

Select and Place:

## Characteristics

## Stages

Team members argue and are not openly collaborative

Forming

Members are reassigned to other projects

Storming

Team members are independent and work in silos

Norming

Members adjust their work habits with trust

Performing

Members are independent and work effectively

Adjourning

## Question #607

Topic 1

A project manager is appointed for the deployment of a new solution. The solution will be integrated into the environment by a third-party vendor.

This vendor just announced a delay in delivering a key component, which will impact the project schedule.

What should the project manager do?

- A. Ask for expedited delivery of the component to mitigate the risk of schedule delays
- B. Ensure that relevant stakeholders and expectations are identified and assess the component delay
- C. Perform a detailed analysis of the release content for each component of the solution
- D. Propose a new design of the solution maw the external component with an internal one

## Question #608

DRAG DROP -

Drag the communication event on the left to the main subject discussed during the event on the right.

Select and Place:

**Communication event****Main subject**

Daily meeting

Goal for this iteration

Iteration retrospective

Development flow

Iteration planning

Backlog items completed or not

Iteration review

Continue, stop, or start actions

## Question #609

DRAG DROP -

A hospital is running a project for one of their internal critical systems to manage billing, patient data, and record management along with consultation reports and input from physicians. The project manager now needs to categorize the identified risks.

Drag each risk type on the left to its correct example on the right.

Select and Place:

**Type of Risk****Example**

Technical risk

Availability of resources for the documentation and user manual preparation needs as this was not originally planned to be taken up by the project team

Commercial risk

Availability of the output formats of the files to interface with the data and record management systems on time as they are not available with the project manager

Management risk

The interfaces to medical devices require support from vendors

External risk

Needs regulatory compliance and clearance standards for incorporation into the system

## Question #610

**DRAG DROP -**

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

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

Select and Place:

**Drag The Personality Indicator #1 To The Team Member**

Introverted (I)

Team Member

Extroverted (E)

**Drag The Personality Indicator #2 To The Team Member**

Judging (J)

Team Member

Perceiving (P)

## Question #611

**DRAG DROP -**

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

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

Select and Place:

**Mitigation Strategies**

Mitigate

Accept

Avoid

Escalate

Transfer

**Project Manager's Actions**

The project manager studied the threat and found it is out of their authority and scope.

The project manager analyzed the threat, took action to reduce the probability of occurrence, and conducted some additional tests.

The project manager identified the threat and decided to review it periodically rather than take action.

The project manager identified the threat, discussed it with the sponsor, and bought an insurance plan to handle it.

The project manager determined the threat was severe and acted promptly to handle this risk by changing project strategies and reducing project scope.

## Question #612

A project manager and protect team are developing a strategic approach to engage the internal and external stakeholders.

Which approach should be followed?

- A. Analyze both internal and external stakeholders and develop a customized engagement strategy for each stakeholder
- B. Schedule status meetings with all stakeholders to allow their participation in all project discussions and reports
- C. Classify all high-risk stakeholders and request that the protect sponsor communicate directly with them
- D. Involve only the internal stakeholders as the external stakeholders should not have access to confidential information

## Question #613

## Topic 1

A distributed project team wants to use the common ground principle to ensure that they have a common understanding of the scope. The team asks the project lead to set up a workshop. What should the project lead do?

- A. Ask the senior members of the development team to elaborate on the scope in detail
- B. Invite participants to the workshop with sufficient lead time to prepare
- C. Reduce the number of participants to ensure that consensus is reached easier
- D. Provide the participants with specific instructions and set the expectations

## Question #614

## Topic 1

DRAG DROP -

A project manager for a government organization often deals with stakeholder engagement issues. Drag the interpersonal skill the project manager should use on the left to the correct situation on the right.

Select and Place:

## Interpersonal Skills

## Situations

Decision making

Site workers often come up with complaints about working conditions, but the project manager cannot improve the conditions.

Negotiation

The project manager wants to stay updated on instability in the government and the possibility that the current government leader may resign.

Political awareness

The project manager is assigned to work in a rural area where people have different customs.

Cultural awareness

A new government has been formed, and the project manager has been awarded a chair position to reform government policies.

## Question #615

DRAG DROP -

An agile team is geographically separated across multiple continents, and the project manager is in the process of identifying the tools to manage the communication among the virtual teams.

Drag the appropriate tool on the left to each project task on the right.

Select and Place:

Tool

Project Task

Online bulletin boards

Negotiation

Chat rooms

Routine information

Video conferencing

Project deliverables

Version control system

Team discussion

## Question #616

A client mentioned that in the past 2 months, they have not been invoiced for completed work. The client has communicated that they will release the funds for other activities if the invoices are not sent.

What should the project manager do next?

- A. Work with the client and agree on a schedule to provide them with the invoices
- B. Reach out to the billing team and instruct them to issue the invoices immediately
- C. Review the previous billing information and prepare a corrective action plan
- D. Communicate and inform the client to go ahead and release the funds

## Question #617

Topic 1

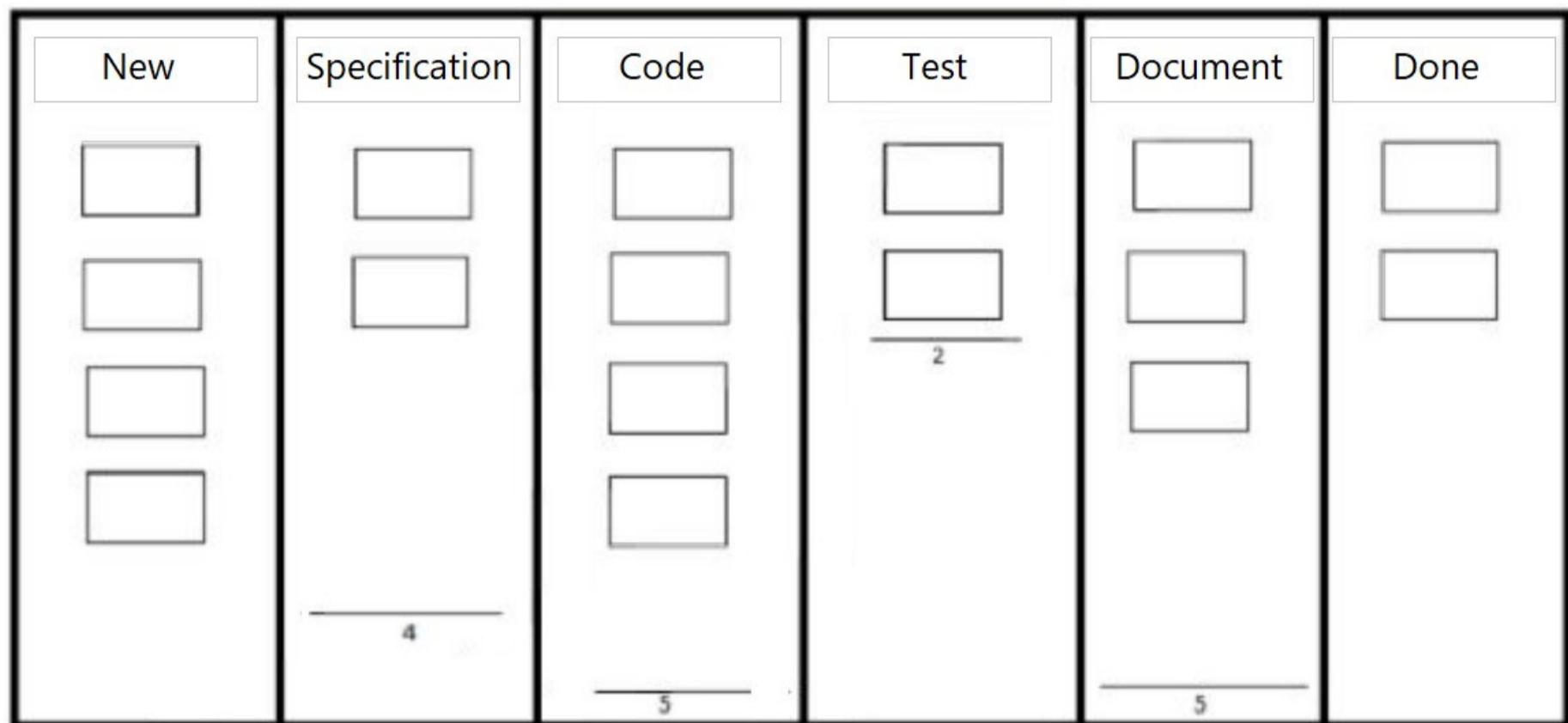
## HOTSPOT -

A project manager receives an update that the development flow is not going well. Some team members cannot start their work because the delivery is late.

Looking at the Kanban board and the work in progress (WIP) lines, the project manager observes a bottleneck.

Click the title of the queue in the Kanban board below that requires additional resources to relieve the bottleneck.

Hot Area:



## Question #618

Topic 1

Midway through the execution of an agile project there is a shift in the strategic objectives at the organization level to promote digital transformation.

What should the project manager do next?

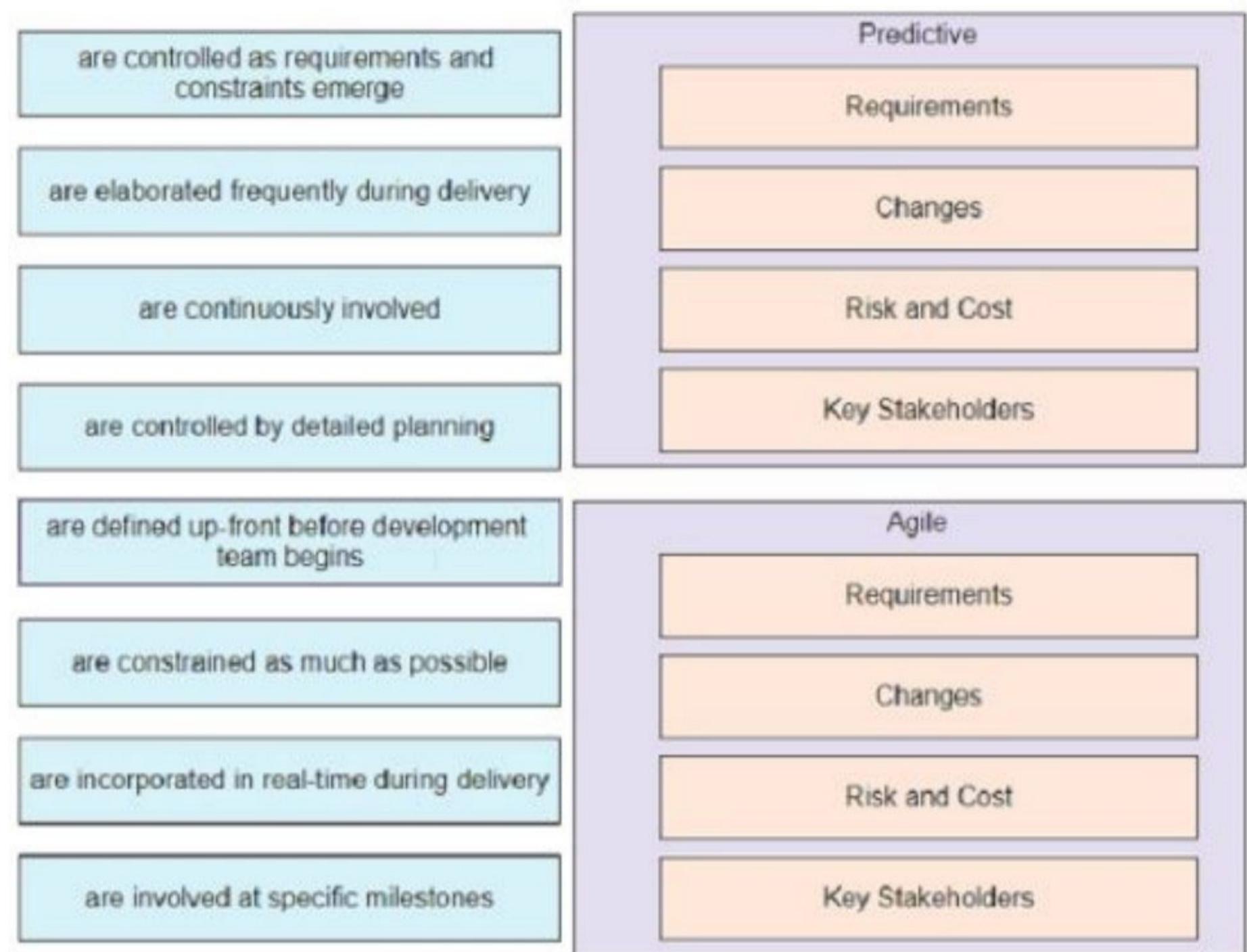
- A. Schedule a meeting with the team to assess the impact of the change
  - B. Escalate to the product owner and cancel the upcoming iterations
  - C. Prepare a user story to handle the change and assign it to the next iteration
  - D. Update the risk-prioritized backlog with the strategic change

## Question #619

DRAG DROP -

Drag the items on left side to the matching term within the correct project approach on the right side.

Select and Place:



## Question #620

A project manager is assigned to a project that will improve the business operations for a trading firm. The project team has just completed the discovery phase and needs to make a presentation to the business team in 4 weeks to showcase the feasibility of the solution.

How should the project manager advise the team to proceed?

- A. Develop a conceptual framework.
- B. Develop a request for proposal (RFP).
- C. Develop a prototype.
- D. Develop a minimum viable product (MVP).

## Question #621

Topic 1

Project reviews are done regularly in a project. The team has encountered a critical technical issue that will be discussed in the next project review.

Who should the project manager invite to the review for an effective decision on the way forward?

- A. Internal team
- B. Project team
- C. Management team
- D. End user team

## Question #622

Topic 1

A project manager is initiating an agile project for which some external components will be delivered by vendors. One of the vendors, however, will be unable to deliver its component in an incremental, collaborative way.

How should the project manager handle this situation?

- A. Submit a request to the project sponsor to have the vendor replaced with a vendor who can work following an agile approach.
- B. Ask the project management office (PMO) to abandon using an agile approach on the project to accommodate the vendor.
- C. Have the vendor deliver the component using another approach, then integrate it into the project without changing the overall agile approach.
- D. Ask the product owner to move the component to the product backlog to be addressed after the work using an agile approach has been completed.

## Question #623

Topic 1

A project manager is leading a team that is geographically dispersed. The team needs to collaborate and finalize the monthly reports.

Occasionally, meetings occur during the weekends due to the time differences. Team members have expressed that they do not want to work on the weekends.

What should the project manager do?

- A. Take over the activity and deliver the reports whenever work is required on a weekend.
- B. Avoid reporting during the months that team members would need to work on the weekend.
- C. Remind the team members of their governance responsibilities documented in the team charter.
- D. Communicate to the project stakeholders that the reports will be delayed certain months of the year.

## Question #624

Topic 1

A critical deliverable for the current iteration is giving the team difficulties. Functionality and quality issues are constantly emerging and delaying iteration progress.

The project manager listens to the team's concerns and discovered that the work is not being well coordinated among the team members.

Which two actions should the project manager take to handle this situation? (Choose two.)

- A. Develop a team performance report to discuss in the next retrospective meeting.
- B. Provide clear instructions on how the work should flow among the team members.
- C. Schedule an iteration backlog refinement meeting to understand the issues.
- D. Set up one-on-one meetings to provide feedback to the team members.
- E. Prioritize the issues, focusing on the ones affecting the iteration goal.

## Question #625

Topic 1

A project manager is managing a large project. During a review meeting, the project manager discovers that one of the team members who used to be a high performer was not able to complete their work on time.

What should the project manager do?

- A. Talk to the team member to determine why their performance changed.
- B. Talk to the team member's manager to provide more training.
- C. Talk to the team member and a human resources (HR) representative.
- D. Talk to the project lead and ask them to allocate less demanding tasks.

## Question #626

Topic 1

An organization is initiating a project that will be using new technology. The complexity of the project requires excellent technical skills. After reviewing the proposed project management plan, the project sponsor asks for options to reduce the labor cost without introducing risk to the project delivery.

What should the project manager do first?

- A. Review the risk register and assign functional managers as resources.
- B. Perform an analysis of the key cost drivers and present alternatives.
- C. Analyze the resource pool and assign internal resources who participated in past projects.
- D. Review the work breakdown structure (WBS) to ensure there are adequate resources.

## Question #627

Topic 1

A project manager is using an agile approach. During the sprint planning meeting, the product owner flagged a backlog item as high business value and easy to implement. However, the other team members identified a high dependency between this item and another item that is flagged as low business value and high complexity.

What should the project manager do to support the backlog prioritization?

- A. Support the team to move both items to the next sprint when the team will know more.
- B. Prioritize the item flagged as high business value and low complexity for this sprint.
- C. Facilitate the discussion until the team reaches an agreement about the two items.
- D. Prioritize the item flagged as a dependency with low business value and high complexity.

## Question #628

Topic 1

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

Which estimation technique should the project manager recommend?

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

## Question #629

Topic 1

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

What should the project manager do?

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

## Question #630

Topic 1

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

What should the project manager do next?

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

## Question #631

Topic 1

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

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

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

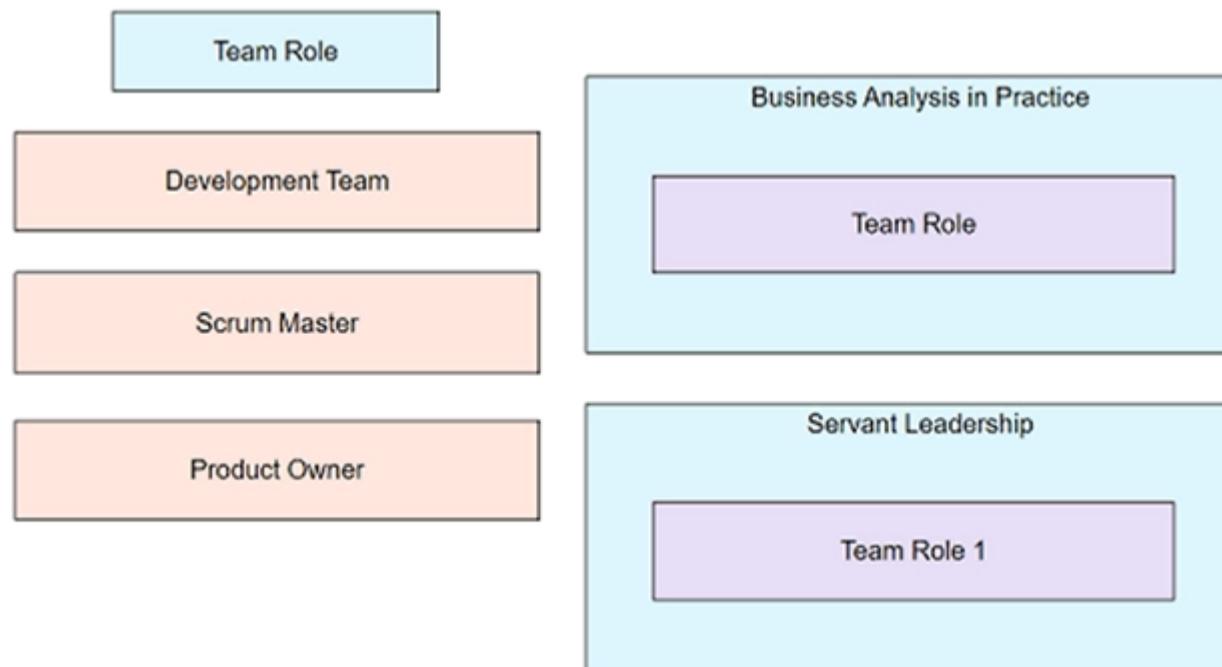
## Question #632

Topic 1

DRAG DROP -

A production team will soon begin their first agile project. No one in the team or management has agile knowledge. The training manager can only fund three enrollments.

Match the team role on the left to the correct training course on the right.



## Question #633

Topic 1

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

What should the project manager do next?

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

## Question #634

Topic 1

A project stakeholder complained that they did not receive an important delivery that was stated in the schedule. The team member responsible for this deliverable explained that they sent an email to the stakeholder, advising them that the deliverable would not be delivered on time.

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

- A. Confirmed that the stakeholder was made aware of the delivery delay.
- B. Communicated with the stakeholder directly regarding the delivery delay.
- C. Told the team member to send the unfinished deliverable to the stakeholder and finalize it later.
- D. Ensured that the team member did not communicate directly with the project stakeholder.

## Question #635

Topic 1

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

What should the project manager do?

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

## Question #636

Topic 1

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

What should the project manager mainly make reference to?

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

## Question #637

Topic 1

A project manager prepared a project benefits management plan.

Which of the following should be included in this document?

- A. Strategic alignment, benefits owner, risk register
- B. Target benefits, benefits owner, lessons learned
- C. Project requirements, target benefits, issue log, metrics
- D. Target benefits, strategic alignment, time frame for realizing benefits

## Question #638

Topic 1

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

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

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

## Question #639

Topic 1

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

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

## Question #640

Topic 1

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

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

## Question #641

Topic 1

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

What should the project manager do?

- A. Invite the Scrum team members as optional participants.
- B. Ask the Scrum team members to share retrospectives.
- C. Invite the Scrum team members as mandatory participants.
- D. Ask the scrum master to attend the workshops.

## Question #642

Topic 1

An agile project for a database migration impacts nearly all business units of the corporation. Every effort has been made to complete the migration before the end-of-support date for the database platform. A new impediment now implies the need to continue use of the old platform another year at a higher support price.

What should the product owner do about this situation?

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

**Question #643***Topic 1*

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

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

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

**Question #644***Topic 1*

A company is launching a new product that has to be ready before the summer season begins. After the discovery process, the team realizes that the requirements are very uncertain.

What should the project manager do?

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

**Question #645***Topic 1*

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

What should the project manager do?

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

**Question #646***Topic 1*

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

How should the project manager deal with the situation?

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

**Question #647***Topic 1*

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

What should the project lead do?

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

**Question #648***Topic 1*

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

What should the project lead do?

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

**Question #649***Topic 1*

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

What should the project manager do first?

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

**Question #650***Topic 1*

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

What should the project manager do first?

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

**Question #651***Topic 1*

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

What should the project manager do?

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

**Question #652***Topic 1*

A project manager is working on a software development project for an oil and gas client using an agile approach. The project manager is having difficulty preparing the schedule because the project has various unknowns.

Which scheduling method should the project manager use to develop the schedule?

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

**Question #653***Topic 1*

A company recently adopted agile to develop innovation projects. The project manager is experiencing problems with some team members who consider some agile ceremonies to be unnecessary.

What should the project manager have done before the beginning of the project?

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

**Question #654***Topic 1*

A company routinely outsources resources for specific core activities. Due to a sudden, unforeseen risk, all of the team members are needed to work remotely, including the outsourced ones.

How can the project manager address this challenge to assure outsourced vendors deliver?

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

## Question #655

Topic 1

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

What should the project manager do?

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

## Question #656

Topic 1

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

What should the project manager do?

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

## Question #657

Topic 1

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

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

## Question #658

Topic 1

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

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

**Question #659***Topic 1*

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

What should the project manager do next?

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

**Question #660***Topic 1*

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

What should the project manager do?

- A. Postpone the next project phase until the impact of the quality issues is assessed.
- B. Reopen the quality acceptance documentation to add the sponsor's complaints.
- C. Schedule a quality review meeting and include the sponsor's complaints.
- D. Review best practices and lessons learned and apply them to the project plan.

**Question #661***Topic 1*

A project manager is tasked with developing a coaching model to support and recognize team members' growth.

What should the project manager consider when defining their coaching strategy?

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

**Question #662***Topic 1*

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

What should the project manager do next?

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

**Question #663***Topic 1*

An internal virtual team is meeting daily to review iteration progress, as well as to conduct other technical and follow-up calls with key stakeholders. The team seems to be disengaged.

How should the project manager approach this situation?

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

**Question #664***Topic 1*

A major public-transportation construction project is aimed at significantly reducing emissions. The project has been severely delayed due to noncompliance with environmental codes and bylaws.

What should the project manager have done to prevent this?

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

**Question #665***Topic 1*

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

What should the project manager do?

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

**Question #666***Topic 1*

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

What should the project manager do?

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

**Question #667***Topic 1*

A project has been reporting a declining schedule performance index (SPI) for the past four reviews. No corrective action is under development, and the project team does not seem concerned.

What should the project manager do first to address the SPI trend?

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

## Question #668

Topic 1

A highly critical project is in jeopardy due to missing professional resources.

What should the newly assigned project manager do first?

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

## Question #669

Topic 1

Travel restrictions are suddenly imposed during a project's execution. The team members reside in different geographic locations.

What should the project manager do next to address this issue?

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

## Question #670

Topic 1

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

What should the project manager do in this situation?

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

## Question #671

Topic 1

A stressful situation has presented some challenges for the team. The project manager notices stress behavior in some of the team members, and it is beginning to spread across the group. The project manager needs to coach the team to change their mindset in order to be more efficient.

What should the project manager do?

- A. Ensure that people care about each other and work effectively together through effective team management.
- B. Create an environment of respect and fairness so the team can increase their project performance in stressful situations.
- C. Establish a productive environment where all team members can assist one another with the workload.
- D. Meet with the team to discuss the correct, expected behavior in stressful situations and start practicing it.

## Question #672

Topic 1

A project is starting its sixth iteration out seven. During the daily meeting, a team member explains that a key function will take longer to complete than originally anticipated.

What should the project manager do?

- A. Ask for help to increase the team capacity to deliver on time.
- B. Ask for a project extension to deliver the committed scope.
- C. Update the issue log and escalate the problem to the project sponsor.
- D. Review the options and possible solutions with the project team.

## Question #673

Topic 1

DRAG DROP -

A project team has developed the initial schedule using a network diagramming method and has arrived at the overall project duration. Upon examining the schedule, the project manager finds that there are several activities that may require buffers to mitigate or eliminate potential scheduling conflicts.

Match the following common terms with their explanations that evaluate the buffers or constraints.

Terms	Explanation
Parkinson's Law	Workers are reluctant to finish tasks early so as not to communicate their efficiency and set precedents for future tasks.
Self-Protection	An activity is not ready to start and the preceding activity finishes early, resulting in lost time between activities.
Student Syndrome	Procrastination in starting activities can use up valuable slack built into the activity duration.
Dropped Baton	Workers use all the time allocated for an activity regardless of how long it actually takes to complete the task.

**Question #674***Topic 1*

A project charter has been approved and the project manager has been assigned to the project. The project manager is currently working with the project team to subdivide the project work packages.

What is the project manager doing?

- A. Resource leveling
- B. Work breakdown structure (WBS)
- C. Decomposition
- D. Network diagram

**Question #675***Topic 1*

A large matrix organization is adopting a new communications approach. This is necessary because their projects often require the resourcing of expert knowledge in the form of specialists from various departments and divisions.

What should the project manager do to set up effective communications?

- A. Focus on the recipients' needs and not the information itself.
- B. Use the highest possible technical language and avoid using metaphors.
- C. Ensure that messages sent to the recipients are delivered.
- D. Plan on transmitting the information in an easily understandable manner.

**Question #676***Topic 1*

A project manager is working on a unique project that is dissimilar to the project nature of the organization. The project manager is tailoring the artifacts for this new project.

Who should determine which artifacts should be used in the project?

- A. The project stakeholders should meet and determine the project artifacts to be used by the project manager and the project management team.
- B. The project manager and project management team should use the standard project artifacts from the database.
- C. The project sponsor should select the project artifacts that the project manager and project management team should use in the project.
- D. The project manager and the project management team should select the appropriate artifacts for use in the specific project.

## Question #677

Topic 1

An organization is using a hybrid delivery approach for a business project. The product owner, the person who was also managing the project, was promoted to a more senior role. A new project lead has joined the project.

Which artifact should the project lead use to ensure that the project benefits have been identified?

- A. Statement of work (SOW)
- B. Business case
- C. Product backlog
- D. Solution architecture

## Question #678

Topic 1

A multiyear resource constraint project is midway through the execution phase. During a progress update meeting, it has been determined that there might be a schedule delay to deliver the project. The project manager has observed that all of the team members are working hard and lots of deliverables have already been completed.

What should the project manager do immediately about this situation?

- A. Register the schedule risk and present the new resources requirement to the change management board for schedule recovery.
- B. Prepare a monthly report by highlighting the completed deliverables and communicate the delay to management.
- C. Ask the project planner to identify the critical path and respective delayed activities, and then investigate the reasons for the delay.
- D. Ask the scheduler to update the schedule with the percent of work in progress (WIP) and communicate the results to the team.

## Question #679

Topic 1

An organization embarking on a significant transformation initiated a project to improve and document business processes. One of the objectives of the project is to implement agile project delivery.

What is the main reason for adopting agile?

- A. Projects will be completed faster, saving time and money.
- B. Projects will be delivered with very low risk to the organization.
- C. Projects will deliver early and use value based on priority.
- D. Projects will be delivered with significant cost savings.

## Question #680

*Topic 1*

A company has appointed a supplier to deliver software and has assigned an internal project manager. The supplier states that no technical development or testing is required from the customer. The project manager would like to confirm this with all of the stakeholders.

What should the internal project manager do first?

- A. Host an alignment session with stakeholders to formalize the project requirements.
- B. Develop a user acceptance testing plan to ensure the quality of the deliverables.
- C. Communicate to the supplier that customer testing is required.
- D. Distribute the project plan to all of the interested parties.

## Question #681

*Topic 1*

A distributed project team has communication issues because of their collaboration tools. The team feels that efficiency could be improved by changing the collaboration platform.

What should the project manager do?

- A. Implement the communication tools used by other project teams.
- B. Escalate the issue to the sponsor and ask them to decide.
- C. Inform the project team to continue using the current tools.
- D. Discuss this with the project team and select the appropriate tools.

## Question #682

*Topic 1*

A few developers have identified a list of impediments at the daily standup and are asking for the project lead's assistance in prioritizing them. There are a few complex backlog items, and a new junior tester has identified a few compliance defects. The product owner and a couple of developers will be leaving the project team, and the contract with the test and production support partner will not be renewed.

Which issue should the project lead focus on first?

- A. Recruiting, onboarding, and training new developers.
- B. Finding a new product owner to prioritize the product backlog.
- C. Developing a new contract for production support.
- D. Regulatory compliance issues discussed in the meeting.

## Question #683

Topic 1

A project manager is leading a project when a key stakeholder requests additional work that is not in the scope. The stakeholder is also concerned that the project sponsors may not approve and fund the additional change in scope.

What should the project manager do first?

- A. Discuss the requested change with the sponsor.
- B. Evaluate the cost of the additional requested work.
- C. Discuss the requested change with the team.
- D. Evaluate the impact and submit a change request.

## Question #684

Topic 1

A project manager has just received communication from an operational functional manager to complete an additional scope item for a project that was formally closed a few weeks ago. The scope looks relatively small and simple to handle as part of the daily operations activity.

How should the project manager deal with this request?

- A. Check the alternative resources available in the organization for the request.
- B. Confirm that the budget and resources are available to execute the work request.
- C. Evaluate the nature of the request and plan communication accordingly.
- D. Submit a change request and allocate the budget and resources needed for execution.

## Question #685

Topic 1

A project manager is scheduled to meet with a client for their weekly risk management meeting. The project manager observed that one of the tasks which had external dependencies is delayed by one week. The project manager knows this will have an impact but does not know the exact details.

What two things should the project manager do? (Choose two.)

- A. Discuss the issue with the external supplier's authority.
- B. Gather additional information and estimate the impact.
- C. Wait for the client to raise a concern and collect more information.
- D. Review the lessons learned from similar past projects.
- E. Update the risk log and bring this up in the meeting with the client.

**Question #686***Topic 1*

A new team member has joined a project team. During the first sprint, the new team member approached the project manager and requested to implement a new way of testing. The team has been resistant to the proposed change.

What should the project manager do?

- A. Ask the new team member to focus only on development and not do the testing.
- B. Coach the new team member to conduct the testing the way it has always been done for this project.
- C. Schedule a meeting with the new team member to learn about the new method of testing.
- D. Request that the new team member do the testing the way it has always been done for this project.

**Question #687***Topic 1*

A steering committee member is complaining about the weekly report. They stated that the report is too long and has unnecessary details. As a result, they are unable to obtain the main message and take action.

What should the project manager do to avoid similar complaints?

- A. Send a shorter daily report to this steering committee member.
- B. Demonstrate the weekly reports in a presentation for the steering committee member.
- C. Verify the information needed for steering committee members.
- D. Present the status at a weekly meeting with the steering committee.

**Question #688***Topic 1*

All project team members refer to the project manager for various decisions. This causes delays for some tasks, as the project manager is usually preoccupied in meetings throughout the day.

What should the project manager do to prevent these delays?

- A. Meet with the team in 2 weeks to respond to all of the open tasks.
- B. Review the Pareto diagram to identify the source of delays.
- C. Delegate the decision-making authority of some tasks to the team.
- D. Consolidate the decision-making authority to remain with the project manager.

## Question #689

*Topic 1*

A customer is concerned about the time required to complete a project and is asking the project team to reduce the number of iterations required to complete the product.

Which approach should the project manager take?

- A. Ask the team to raise blockers or impediments in daily meetings.
- B. Prioritize the tasks with high risks to reduce the number of iterations required.
- C. Ask the team to challenge the project estimations for a faster delivery.
- D. Prioritize deliverables based on business value and define frequent releases.

## Question #690

*Topic 1*

A human resource (HR) acquisition process for a large project has recently changed. One major process change includes the approval of the financial manager and the recruitment manager. This change to the process implies longer processing. The project urgently needs new resources.

What should the project manager do?

- A. Ask the financial manager to delay implementation due to potential project delays and penalties.
- B. Assess the impact of the change and review the project management plan for next steps.
- C. Adapt the resource management plan and ask for financial approval before sending it to the customer.
- D. Review the project schedule to determine which technique will reduce impact on project duration.

## Question #691

*Topic 1*

At the end of a project's initiation phase, the budget was developed and sent to the approval board. During the approval meeting, one of the key stakeholders asked how the budget was developed for future uncertainties.

How should the project manager reply?

- A. Probabilistic analysis was used to develop the budget to address future uncertainties.
- B. The budget was developed by using the lessons learned from previous project data.
- C. Recurrent team meetings are planned to control the budget against future uncertainties.
- D. Feedback from stakeholders will be addressed at each board meeting to adapt the budget.

## Question #692

Topic 1

A project team member is sick and will not be able to return to the project for a few weeks. During the daily meeting, the team shares their concerns as the sick team member was the only one skilled in the component they were developing.

What should the project manager have done to prevent this?

- A. Facilitated cross-functional knowledge transfer during the project.
- B. Acquired more than one resource skilled in each component.
- C. Outsourced development of the specific component to another team.
- D. Requested robust documentation for the component's build.

## Question #693

Topic 1

A key stakeholder who is highly involved in the project claims that the reports sent by the project team are inadequate. What should the project manager do first?

- A. Explain to the stakeholder that these are the approved templates for the reports.
- B. Ask the project team to review and modify all of these reports.
- C. Ensure that the reports comply with the communications management plan.
- D. Ask the sponsor to meet with the stakeholder to diffuse the situation with the reports.

## Question #694

Topic 1

A company's key product is evolving and requires the use of a new technology. No one on the team is familiar with this technology; however, experienced developers on the team volunteered to study the concepts and application and believe they will be able to take full responsibility for the new technology.

What should the project manager do?

- A. Outsource the technology work to a third party so as not to delay work.
- B. Descope this requirement as the developers have more important tasks.
- C. Hire externally since the internal developers already have assigned work.
- D. Support the developers with their intention to learn the new technology.

## Question #695

Topic 1

Contract terms used during the tender phase for a new power-generation facility must be revised before signing with the successful bidder because the terms of the tender have been amended to accommodate the new financial regulations on company tax.

Which approach should the project manager take to implement this amendment?

- A. Sign the contract as per the original terms but allow the successful bidder to submit a new contract price.
- B. Discuss the new terms with the successful bidder to assess its impact on the contract price.
- C. Retender the entire scope because the terms of the contract have changed significantly.
- D. Amend the contract terms and sign a revised contract with the successful bidder.

## Question #696

Topic 1

A project manager is managing an agile project for the first time. Early on, the project manager discovers the team is struggling to agree on the scope of a feature during a sprint.

How should the project manager help the team resolve the issue?

- A. Direct the senior-most member to determine the scope on behalf of the team.
- B. Encourage the team to collaborate to resolve their understanding of the feature.
- C. Ask the team to log the story in the product backlog and move on to the next feature.
- D. Discuss this with the team and decide what the scope of the feature should be

## Question #697

Topic 1

A project manager is leading a hybrid project and is collaborating with the client to develop the project contract. Some delays have been experienced due to unforeseen technical difficulties and new dependencies. However, the project manager is optimistic about recovering the delays in the upcoming sprints. A key stakeholder asked the project manager if the contract deadlines can be met.

What should the project manager do first?

- A. Clarify the current work progress, causes for delays, existing risks, and planned corrective actions.
- B. Ask the stakeholder to remain calm and confirm that they are participating in all team meetings.
- C. Study the contract terms and deadlines to ensure they are not under risk and confirm them with the stakeholder.
- D. Submit a request for extra time and budget related to the dependencies and technical difficulties.

**Question #698***Topic 1*

A large global organization developed a new medical implant that requires compliance with local government regulations. The approval process for one country is lengthy and will impact the intended launch date.

What should the project manager do?

- A. Organize an online distribution channel from another country.
- B. Ask the sponsor to authorize the launch and then wait for approval.
- C. Ask the board to use their influence and speed up the approval.
- D. Work with the team to find ways to bypass the regulations.

**Question #699***Topic 1*

A project manager notices that a new junior team member's suggestions are constantly rejected by senior team members. The senior team members find the suggestions valid and innovative, but unrealistic. Following several project assignments, the senior members request to have the junior team member removed.

What should the project manager do next?

- A. Remove possible conflicts from future project assignments.
- B. Accept the demands and remove the junior team member.
- C. Group the new team members together for training purposes.
- D. Encourage further and deeper discussions among team members.

**Question #700***Topic 1*

A project manager is leading a project with strict time constraints. In team meetings, one of the team members is always silent. The project manager determines that this team member is not knowledgeable about the technology solution. The project manager is concerned that this problem will impact productivity.

What should the project manager do?

- A. Arrange formal training for this member to gain sufficient knowledge to reduce the impact on team performance.
- B. Assign an experienced team member to work with this member on a daily basis in order to become knowledgeable about the technology.
- C. Let the team lead the meeting discussions so that every member has a chance to prepare and speak up.
- D. Let this team member understand the urgency and encourage them to spend extra time to become knowledgeable about the technology.

## Question #701

*Topic 1*

A project manager is assigned to a new project. The project is for a new product that the company wants to launch as soon as possible to test market readiness. The project is part of a large business transformation, and the objective is to open delivery channels for the new product.

Which delivery approach should the project manager recommend?

- A. A predictive approach with an experienced project team.
- B. An adaptive approach with clearly defined user stories.
- C. An adaptive approach with loosely defined large epics.
- D. A predictive approach with clear acceptance criteria.

## Question #702

*Topic 1*

A project management office (PMO) director finds that the project managers leading software development projects are not consistently seeking approval from other division leaders in cybersecurity and operations before deploying code into production. The PMO director asks the project manager to develop a solution for this issue.

What should the project manager do to fix this problem?

- A. Create a new policy requiring project managers to email division leaders before deploying code into production.
- B. Establish a daily scrum meeting and invite division leaders to attend so they can be aware of upcoming code releases.
- C. Provide division leaders with a teleconference phone number to call if they have concerns after code is deployed into production.
- D. Launch an enterprise governance structure comprised of division leaders to establish policies for code releases.

## Question #703

*Topic 1*

A project manager is part of an organization that is assessing the use of agile delivery approaches. A new project management office (PMO) manager who had a bad experience with a Scrum approach recommended that the project board replace Scrum with a predictive approach.

What should the project manager do?

- A. Review the communications management plan to identify new stakeholders.
- B. Define a risk management plan for the new approach, as needed.
- C. Define a project management plan for the new approach, as needed.
- D. Review the benefits realization plan to include the cost of the change.

**Question #704***Topic 1*

A project team is trying to meet the milestone target dates in order to receive a bonus promised by the project sponsor. Unforeseen challenges and poor communication among the team members resulted in mistakes and delays. Tensions are high, and the sponsor is concerned.

What should the project manager do?

- A. Schedule a team-building activity to boost the team's morale.
- B. Discuss with the team how the project objectives can be met.
- C. Request that the sponsor increase the bonus for high performers.
- D. Organize a team meeting to remind the team of the ground rules.

**Question #705***Topic 1*

A project manager holds periodic progress review meetings to discuss issues.

What should the project manager do first on the agenda?

- A. Elaborate the risk mitigation strategy and risk register.
- B. Update resolution approaches and action assignments.
- C. Formulate project management plan integration.
- D. Produce lessons learned documentation.

**Question #706***Topic 1*

A project manager has recently been assigned to a new project. When the project manager first meets the project team, the team tells the project manager that all of the management plans and documents for the project are missing.

What should the project manager do?

- A. Continue working on scheduled tasks to avoid delaying the project and leave the development of project artifacts for later.
- B. Ask the stakeholders to develop all of the project artifacts so the project team can continue their scheduled activities.
- C. Adapt the project management plans and documents from previous executed projects in order to save time.
- D. Create the project management plans with the project team and share the documents with the stakeholders.

**Question #707***Topic 1*

During the early phase of a project, the requirements documentation was not approved. It was identified that the leader of a user party was not included in any of the requirements collection communications.

Which of the documents was likely missed or outdated?

- A. Stakeholder Register
- B. Risk Register
- C. Project Charter
- D. Business Documentation

**Question #708***Topic 1*

A project manager is managing the transition to operations. The project sponsor wants to ensure that good support is provided to the end users.

What should the project manager do?

- A. Ensure that comprehensive documentation is handed over.
- B. Ask the project team to provide operational support for 1 year.
- C. Ensure that knowledge is transferred to the operations team.
- D. Ensure that the user guide is detailed and has clear instructions.

**Question #709***Topic 1*

A project with a hard timeline is starting its first iteration out of six. The project team is lacking the necessary skills to execute.

What should the project manager do?

- A. Add a subject matter expert (SME) to the project team.
- B. Fill the skill gap personally to execute the project.
- C. Allow the team to proceed as they attempt to meet the timeline.
- D. Invite stakeholders to discuss a mitigation plan to finish on time.

**Question #710***Topic 1*

Project stakeholders are engaged in a discussion on how to achieve the best user experience in the design of a new application. The agile team is divided on the approach. The conflict is more of a collective disagreement than an outright conflict.

What should the project manager do next?

- A. Apply appropriate conflict resolution techniques to solve the issue.
- B. Engage in individual conversation with each team member.
- C. Call a team meeting to have a formal discussion of the issue.
- D. Allow the team to work through it on their own unless help is needed.

**Question #711***Topic 1*

A project team has been working together for about 2 years. One of the team members has consistently shown high performance and stood out among their peers during the execution of the project.

How should the project manager recognize high performance?

- A. Acknowledge the high-performing team member in the next team meeting.
- B. Thank the team member privately to avoid conflict among the team members.
- C. Ask the sponsor to approve a bonus for the high-performing team member.
- D. Choose a reward for the team member that aligns with their personal goals.

**Question #712***Topic 1*

In the middle of an iteration, an agile team working on the development of a new product was notified that an important team member will leave the project for a few weeks due to some urgent personal issues. What should the project manager do regarding the activities that were the responsibility of this team member?

- A. Reach an agreement with the team on how to handle the situation.
- B. Allow senior management to decide how to proceed with the project.
- C. Reach out to the procurement team to hire a substitute for the team member.
- D. Convince the team member not to leave until the project is completed.

**Question #713***Topic 1*

During execution of a complex project, the project manager encounters numerous change requests from various teams. These changes may result in the project not meeting its objectives.

How should the project manager ensure that these changes are managed effectively?

- A. Record the changes using the risk register and continue monitoring.
- B. Include the changes in the backlog and review priorities with the product owner.
- C. Deny the change requests and keep delivering the project as planned.
- D. Review the project and communications management plan with the main stakeholder.

**Question #714***Topic 1*

A project manager is in the process of closing out a project and has been asked by the project management office (PMO) to confirm that the transfer of knowledge to the operations team for support operations has been successfully completed.

Which technique should the project manager apply to verify the knowledge transfer?

- A. Regression analysis
- B. Meetings
- C. Expert judgment
- D. Brainstorming

**Question #715***Topic 1*

While a project manager is trying to build the first baseline for a project, a change request is being sent from one of the functional managers.

What should the project manager do?

- A. Apply for a formal change control board (CCB) approval.
- B. Discuss this with the functional manager and related parties.
- C. Reject the functional manager's change request immediately.
- D. Analyze the impact of the change request on the project.

**Question #716***Topic 1*

A critical project milestone was missed because one of the team members did not complete their tasks on time. This resulted in a heated discussion during a demonstration for the end users.

What should the project manager do next?

- A. Discuss the issue with the team member in a one-on-one meeting.
- B. Escalate the performance issue to the team member's functional manager.
- C. Ask the team member to justify the delay during a team meeting.
- D. Review the human resources (HR) policies for relevant corrective actions.

## Question #717

*Topic 1*

A project team member identified a procurement risk and sent an email to the project sponsor highlighting the risk. The sponsor forwarded the email to the project manager asking for further details. After speaking with the sponsor, the project manager decided to take preventive action.

Which document should the project manager review with their team?

- A. Quality management plan
- B. Communications management plan
- C. Risk management plan
- D. Procurement management plan

## Question #718

*Topic 1*

A project manager is leading a cross-departmental project that involves many stakeholders. During the project, the project manager observes that the stakeholders are diverse and have different expectations about how the project should be handled. This leads to frequent confusion and misunderstandings among the stakeholders.

What should the project manager do to integrate the diverse stakeholder groups?

- A. Develop a joint quality policy for the project and seek a commitment by all of the departments.
- B. Analyze the probability and impact of the risks linked with the situation and implement the proper response plan.
- C. Hold separate meetings with the individual stakeholders and escalate their concerns to the project sponsor.
- D. Advise the team members to focus on project work and avoid getting distracted by the stakeholders' disagreements.

## Question #719

*Topic 1*

A project manager was informed by their supplier that there will be an upcoming raw material shortage due to a regulatory change.

What should the project manager do?

- A. Seek advice from the legal department and implement penalties.
- B. Search for a new supplier that can deliver the same materials on time.
- C. Tell the supplier that they have an obligation to supply the raw material.
- D. Assess the possible impact of the raw material shortage on the project.

**Question #720***Topic 1*

A key stakeholder is refusing to participate in a crucial project stage and disagrees with the project team's approach. This situation is affecting the project team's morale.

What should the project manager do?

- A. Ask the project team to meet and document why the stakeholder's approach is incorrect.
- B. Schedule a meeting with the project team and the key stakeholder as soon as possible to discuss and agree on an approach.
- C. Discuss the issue with the project team during a project status meeting and request that they change the approach.
- D. Ask the project sponsor to meet with the project team and key stakeholder to discuss the approach.

**Question #721***Topic 1*

A project manager is leading a project in an organization that has a functional structure. The project manager has been informed by the team that the tasks related to the purchase of services are taking too long, as the purchasing department has other priorities.

What should the project manager do?

- A. Ask the project team to keep developing other tasks that do not depend on the purchase of services.
- B. Meet with the purchasing manager to find the source of the delays and agree on a purchasing schedule.
- C. Request that the purchasing tasks be outsourced through an existing purchasing vendor.
- D. Modify the project schedule to accommodate the delays in the purchase of services.

**Question #722***Topic 1*

A project is on its fourth iteration out of six. During iteration planning, a team member informs the project manager that their computer is not working.

What should the project manager do next?

- A. Suggest that the team member contact the IT department.
- B. Update the issue log and escalate the problem to the product owner.
- C. Ask the other team members to step in and do the work.
- D. Facilitate a priority resolution of the issue with the IT department.

**Question #723***Topic 1*

A project manager was recently assigned to rescue a high-priority project for an Olympic facility. The project is behind schedule, with a heavy contractual penalty. The former project manager had numerous conflicts with the project team members and a few stakeholders.

What should the project manager do first?

- A. Review the lessons learned register with the former project manager in a private meeting.
- B. Meet the project team to assert authority and reassign the project tasks for a timely delivery.
- C. Review the project schedule and ask for the contingency reserve to crash the project.
- D. Meet the project team and stakeholders to identify the root cause of the issue and develop a solution.

**Question #724***Topic 1*

A new project needs to be submitted for urgent funding approval. The project, which will use a new technology, is vital to the organization. The entire Scrum team has worked together for over 3 years on multiple projects and delivered the previous project under the approved budget.

Which estimation technique should the project manager implement in this context?

- A. Definitive estimate
- B. Order of magnitude
- C. Budget estimate
- D. Story points

**Question #725***Topic 1*

A project requires the procurement of a large amount of equipment that needs to be on-site before any other activity can begin. The procurement department has a lengthy approval process.

What should the project manager do?

- A. Contact the vendor that supplied similar equipment for a previous project.
- B. Use the existing equipment and replace it later with the new equipment.
- C. Ask the project sponsor to expedite the vendor selection process.
- D. Work with the procurement team to find alternative options.

**Question #726***Topic 1*

An organization that embraced agile a couple of years ago is looking for a more efficient way to ensure that the increments produced in each sprint meet the end users' quality requirements.

What should the project lead recommend?

- A. Develop a more comprehensive template for the definition of done (DoD).
- B. Establish a quality assurance (QA) team separate from the development team.
- C. Organize more frequent sprint reviews with a broader audience.
- D. Increase the percentage allocated for testing each backlog item.

**Question #727***Topic 1*

A project manager has just been appointed to a project that has two major deliverables. Both deliverables have the same level of priority and are to be delivered at the same time. The members of the team are complaining about the lack of information regarding which deliverable needs to be finished first.

What should the project manager do?

- A. Meet with the project sponsor and key stakeholders to assess each deliverable's value to the organization and set execution priorities.
- B. Ask key stakeholders to cancel the project due to the difficulty of executing both deliverables at the same time.
- C. Ask the team to start working on the easiest deliverable first so they gain experience to execute the second deliverable.
- D. Require that the project team execute both deliverables at the same time, since this was requested and approved in the project charter.

**Question #728***Topic 1*

During the execution of a project, an experienced team member informs the project manager that they cannot take part in all of the scheduled project activities due to a conflicting operational schedule.

What should the project manager do?

- A. Encourage the team member to prioritize scheduled project activities.
- B. Replace the team member with another available resource on the team.
- C. Discuss the situation with the team member's functional manager to see if the schedule can be adjusted.
- D. Check with the project management office (PMO) on the available resources to complete the activities.

## Question #729

Topic 1

A project manager is working on a large IT project. During a review for one of the deliverables, a stakeholder raised a concern about the final product.

What should the project manager do first?

- A. Discuss this with the team and put the stakeholder's concern in the issue log.
- B. Set up a meeting with the sponsor to discuss the details of the deliverable.
- C. Discuss this with the team and review the project requirements documentation.
- D. Set up a meeting with the product owner to discuss the stakeholder's concern.

## Question #730

Topic 1

A large project requires new equipment to support the project execution. The procurement manager communicated to the project manager that the delivery of the newly purchased equipment will be delayed. The project manager is concerned that this will directly effect the project schedule.

What should the project manager do next?

- A. Update the sponsor of the potential issue and ask for any suggestions.
- B. Validate the information and update the risk management plan.
- C. Source second-hand equipment in order to prepare for any delivery delays.
- D. Update the risk register and discuss it with the project stakeholders.

## Question #731

Topic 1

A project manager is leading a project team composed of members with varying levels of knowledge and experience. Some are experts and some have less than 1 year of experience. The project schedule was approved by the steering committee.

What should the project manager do?

- A. Ask the less-experienced members to perform tasks exactly as they are instructed by the experienced members.
- B. Ask each experienced member to be the mentor to one of the less-experienced members.
- C. Ask the more experienced members to review all of the tasks performed by the less-experienced members.
- D. Ask the resource manager to replace the less-experienced members with more experienced team members.

## Question #732

Topic 1

A project is currently in the execution phase. Because of the complexity of the project and the large number of regulatory requirements involved, the project manager decides to hold a management review with senior executives to ensure the successful implementation of project deliverables.

What should the project manager review during the management review to ensure the meeting is effective?

- A. Specialized reports created specifically for the meeting as per directions from the project sponsor.
- B. Potential changes to the project's strategy and the feedback from senior executives.
- C. The deliverables that are performing well and those that need more work.
- D. Metrics and key performance indicators (KPIs) that objectively reflect the status of deliverables.

## Question #733

Topic 1

During the service procurement process for a strategic project, only one bidder submitted a bid. The price of the offer is significantly large and the project sponsor is not convinced that the return on investment (ROI) can be achieved.

How should the project manager address this issue?

- A. Analyze the bounds of negotiations for project agreements.
- B. Re-visit the project charter and seek other alternatives.
- C. Speak with the CEO and ask for their support to approve the offer.
- D. Proceed and issue the purchase order as this project is important.

## Question #734

Topic 1

A project manager leads a project that implements a new process throughout the organization. The rollout is done in stages and the project manager planned a demonstration for the pilot business units. A manager from a business unit that is scheduled for a later date asks to be invited to the sprint review.

What should the project manager do?

- A. Refer the sprint review request to the project sponsor.
- B. Ask the manager to get an approval from the product owner.
- C. Invite the manager to the scheduled sprint review.
- D. Organize a special demonstration for the manager only.

## Question #735

Topic 1

A multicultural team is working on a project. After a few months of observation, the project manager realizes that two team members are not responding to the construction manager properly. The project manager spoke to the team members individually and found that both had cultural differences with the construction manager.

What should the project manager do to improve the situation?

- A. Ask the construction manager to meet with the two team members to resolve the situation.
- B. Discuss the team members' concern with the construction manager and seek solutions.
- C. Ask the team members to tolerate the cultural differences as they have a different cultural background.
- D. Provide the construction manager with instructions on how to resolve the situation.

## Question #736

Topic 1

A mandatory compliance requirement that will impact the project software is introduced during the execution phase of an iterative project. The team is aware of the compliance requirement.

What should the project manager do next?

- A. Escalate the issue of project impact to the product owner.
- B. Update the product backlog item with this new requirement.
- C. Escalate the issue of project impact to the project sponsor.
- D. Update the stakeholder register to include the requirement owner.

## Question #737

Topic 1

A project manager analyzes the cumulative flow chart and identifies a bottleneck in the testing activities from a self-organizing team. After discussing it with the team, a gap related to testing skills is identified.

What should the project manager do to address the issue?

- A. Support the team to identify an approach to resolve the problem.
- B. Ask the development team to slow down so the testers can catch up.
- C. Provide training to the entire team so they all will be able to perform tests.
- D. Onboard a new project team member who has testing skills.

## Question #738

Topic 1

During a project's execution phase, two team members are having conflicts with other team members within the team on technical and interpersonal levels.

Which two actions should the project manager take first to address this conflict? (Choose two.)

- A. Plan to resolve the team members' conflicts after the sprint and focus on achieving the goal.
- B. Arrange individual meetings with the team members who cannot work together effectively.
- C. Address the conflict during team meetings for the entire team to participate and find solutions.
- D. Ask human resources (HR) to intervene before it escalates and affects the team's performance.
- E. Discuss the conflict early among the affected team members using a direct, collaborative approach.

## Question #739

Topic 1

During the execution stage, the project manager discovered that one team member is not able to complete their work on time and is running later than expected. This delay may potentially impact a project milestone.

What should the project manager do first?

- A. Discuss with senior management and seek their guidance.
- B. Discuss with the team and assess the reasons that led to the delay.
- C. Request the team member's manager to find a solution.
- D. Assign more resources from other teams on the late work.

## Question #740

Topic 1

A team has developed and tested new software to control airplanes during flights. There are several regulatory requirements that must be met.

What should the project manager do to meet these requirements?

- A. Ask human resources (HR) to assign a compliance specialist to the team.
- B. Determine potential threats regarding compliance with the regulations.
- C. Measure the extent to which the project complies with the regulations.
- D. Validate that the software is compliant with standards and regulations.

**Question #741***Topic 1*

A project manager is assigned to a global project with dispersed team members. Previously, when working with remote teams, the project manager observed that team members do not tend to produce quality work.

What should the project manager do to ensure the project is completed on time with quality?

- A. Meet with the team together and in one-on-one meetings to set clear, shared targets.
- B. Encourage the team to participate in a peer evaluation activity by the end of the project.
- C. Introduce the use of time sheets and ask team members to review and submit them regularly.
- D. Arrange regular team meetings for the team to update one another on the progress of their assigned tasks.

**Question #742***Topic 1*

By the end of the first sprint, a project lead notices that one of the team members is not performing very well.

Which form of communication should the project lead use to handle the situation?

- A. Informal written communication, such as a friendly reminder
- B. Formal verbal communication, such as a conversation at the end of the sprint retrospective
- C. Formal written communication, such as an email with a copy sent to the manager
- D. Informal verbal communication, such as a conversation

**Question #743***Topic 1*

A project team is planning the next sprint review. The project lead receives an email from a senior manager asking for a project status using a template that is more detailed than the one used for monthly reports sent to the project management office (PMO). The team uses an electronic product backlog and a kanban board to track the progress.

What should the project manager do next?

- A. Give the senior manager access to the product backlog.
- B. Organize a review of the kanban board with the manager.
- C. Contact the senior manager and discuss their needs.
- D. Modify the PMO template to include the information.

**Question #744***Topic 1*

A company is going through structural changes. A couple of people will leave the company as their positions were made redundant. The team members are unhappy as they do not understand why the changes are being made when the project is on track.

What should the project manager do?

- A. Advise the team to continue their work as planned because the schedule cannot be changed.
- B. Organize a team meeting to discuss the changes and their importance for the company.
- C. Inform the project sponsor about the team's unhappiness and ask for overtime pay.
- D. Advise the team that the changes were decided by the CEO and must be implemented.

**Question #745***Topic 1*

A town wants to build a community center and has appointed a project manager. A site was found, and all of the necessary approvals and governance were completed. When the project kick-off was held, it was discovered that a local farmers' group was not consulted, and they use the site for a monthly market.

What should the project manager do to move forward with the project?

- A. Continue building the center as the farmers' group does not need to be consulted.
- B. Discuss the project objectives with all stakeholders, including the farmers' group, and review their requirements.
- C. Document a risk related to the impact that the farmers' group could bring to the project.
- D. Request that the project sponsor discuss compensation with the farmers' group for the lost business.

**Question #746***Topic 1*

A project sponsor would like to include a new deliverable. The sponsor contacts the project manager in order to seek advice on the most efficient approach to complete the deliverable within the next 2 months.

What should the project manager do?

- A. Suggest that the sponsor conduct a cost-benefit analysis to determine feasibility.
- B. Advise the sponsor that it is not the project manager's job to evaluate the project.
- C. Use the management reserve in order to expedite completion of the deliverable within 2 months.
- D. Change the project methodology in order to achieve completion of the deliverable within 2 months.

## Question #747

Topic 1

A project is about to start with a global project team. Travel is not a viable option for project team members, so most will participate virtually.

What should the project manager do to engage the team?

- A. Invest in a virtual collaboration/colocation environment.
- B. Have one-on-one meetings with team members to improve communication.
- C. Ask human resources (HR) for team-building recommendations.
- D. Schedule weekly team meetings to encourage collaboration.

## Question #748

Topic 1

An experienced project manager is leading an enthusiastic team but realizes the team lacks the experience to complete the job successfully.

What should the project manager do to reduce the risk of project failure?

- A. Provide team members with the necessary coaching and mentoring.
- B. Ask the sponsor to add experienced professionals to the team.
- C. Approve the appropriate training program for team members.
- D. Assign a dedicated resource to check the quality of each deliverable.

## Question #749

Topic 1

A project manager just completed a successful deployment and is preparing to transition the project to an operational state before starting closeout actions.

What should the project manager do to ensure that the project is ready to move to an operational state?

- A. Review the project approval requirements in the project charter and confirm who will be approving the project.
- B. Meet with the project team to review the work breakdown structure (WBS) and confirm deliverables have been delivered.
- C. Refer to the project's work in progress (WIP) reports to ensure that there is no additional work in the backlog.
- D. Develop a plan to repay the technical debt incurred during the project and ensure that the project sponsor agrees with the plan.

## Question #750

Topic 1

A vendor project manager and team are implementing a software solution across the organization. A customer stakeholder who was not present during the sales process is demanding that the team implement requirements that are out of scope without adding additional cost to the project.

What should the project manager do next?

- A. Escalate the issue of the additional requirements to the executive leadership team.
- B. Adjust the scope baseline and schedule baseline accordingly.
- C. Implement all the requirements the customer has requested.
- D. Refer the stakeholder to the delivery specifications in the statement of work (SOW).

## Question #751

*Topic 1*

A project manager is performing the scrum master role for a project team of developers. At the daily standup, a couple of developers complain about the noise from a neighboring team, the performance of their laptops, and the difficulty in booking meeting rooms.

What should the project manager do?

- A. Assign actions to all stakeholders and oversee their implementation.
- B. Acknowledge the impediments and facilitate their resolutions.
- C. Note the impediments and escalate them to the product owner.
- D. Note the impediments and work on addressing them later.

## Question #752

*Topic 1*

A project manager is leading a technically complex project. The project is part of a strategic program of work and the first to use an agile approach. One of the board members is interested in attending a meeting to see how the delivery of the project scope is progressing.

What should the project lead do?

- A. Invite the board member to a separate demo.
- B. Invite the board member to the next sprint review.
- C. Invite the board member to the next sprint retrospective.
- D. Invite the board member to the next daily standup.

## Question #753

*Topic 1*

Project progress meetings occur via virtual conference calls. In every project progress meeting, one team member continuously interrupts others during discussions. Other team members often have no opportunity to talk or complete their explanations.

What should the project manager do?

- A. Start the meeting with a review of the ground rules, meeting objectives, and the agenda.
- B. Speak individually with the team member who always disrupts the conversations.
- C. Manage time efficiently using the agenda and ask each participant to contribute.
- D. Speak individually with the team members who do not participate in conversations.

**Question #754***Topic 1*

A project manager is working with team members and customers who are operating in multiple countries. The team is working on implementing a new technology that includes ambiguities, uncertainties, and unknowns, both in terms of technology and of the end-user expectations for this solution.

What should the project manager do to keep the stakeholders engaged?

- A. Use meetings as a communication channel.
- B. Use email as a communication channel.
- C. Use feedback and decision-making tools.
- D. Use a shared collaboration platform.

**Question #755***Topic 1*

A project has completed design activities ahead of schedule. Suddenly, the project manager is informed by a vendor that a deliverable may not meet the agreed delivery time frame due to a resource shortage. The internal team asked if they should continue to deliver as per the schedule.

What should the project manager do?

- A. Inform the project team that they may proceed at a more relaxed pace.
- B. Discuss with the project team alternative options to deliver as planned.
- C. Inform the project team that some of them will work for the vendor.
- D. Discuss with the team the need for longer hours to minimize the impact.

**Question #756***Topic 1*

A stakeholder informs the project manager about a few compliance-related gaps and issues. The stakeholder then presents several suggestions to the project manager to address the issues.

What should the project manager do?

- A. Discuss the suggestions with the staff responsible for the compliance issues.
- B. Review this with the project sponsor to avoid compliance gaps and issues.
- C. Log the feedback from the compliance gaps in the lessons learned register.
- D. Use the compliance issues to identify coaching and mentoring opportunities.

**Question #757***Topic 1*

A project team is conducting sprint planning. Based on the estimated effort, only 95% of the items included in the sprint may be delivered. The product owner asks the project manager for advice on how to prioritize the backlog items.

What should be used to prioritize the backlog items?

- A. Technical complexity
- B. Business value
- C. Risk to delivery
- D. Estimation accuracy

**Question #758***Topic 1*

A project manager is leading a hybrid project that is building an app for a travel industry startup. Due to unforeseen events, the features and the overall solution will not be useable by many customers due to new travel restrictions.

What should the project manager do first?

- A. Release the team and help them achieve their potential on a new project.
- B. Pause the project if business value cannot be reached and collect lessons learned.
- C. Assess the environmental changes and recommend a pivot for the project.
- D. Ask the organization's management for advice regarding the project's direction.

**Question #759***Topic 1*

A project being constructed in a remote rural area is nearing the end of construction. The project manager would like to share the good news with stakeholders.

How should the project manager communicate with the local community?

- A. Email
- B. Meetings
- C. Newspapers
- D. Social media

## Question #760

Topic 1

During the execution of a project, a key stakeholder complains to the project manager about recent communications. The key stakeholder explains that the relevant information from the project team was incomplete and late. As a result, the key stakeholder is beginning to disengage from the project.

What should the project manager do?

- A. Explain to the key stakeholder the way in which the project team communicates information.
- B. Update the communications management plan to fulfill the key stakeholder's expectations about relevant information.
- C. Send relevant information to all key stakeholders simultaneously to ensure consistent communication.
- D. Ask the project sponsor to hold a meeting with the key stakeholder to ensure that the stakeholder is engaged in the project.

## Question #761

Topic 1

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

What should the project manager do first?

- A. Set up a steering committee session to review the project delay.
- B. Continue with the approved design so that the project is not delayed.
- C. Log the technical design delay as a risk in the project risk log.
- D. Ask the steering committee to approve a new technical design.

## Question #762

Topic 1

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

What should the project manager do first?

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

## Question #763

*Topic 1*

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

What should the project manager do?

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

## Question #764

*Topic 1*

A project team is completing a design, while another team in a different country is performing implementation.

How should the project manager communicate the design to the implementation team?

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

## Question #765

*Topic 1*

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

What should the project manager do to address this situation?

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

## Question #766

Topic 1

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

What should the project manager do?

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

## Question #767

Topic 1

DRAG DROP

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

Organizational Characteristic	Scenario
Roadblock to achieving changes	Work is decomposed into department silos, creating dependencies that prevent accelerated delivery
Appetite for change by leading by example	The scrum master tries to use agile techniques and practices wherever possible
Change tolerant	Organization's willingness to shift the way it views, reviews, and assesses employees
Change associated with agile	Decomposing work into iterative prototypes involves rework and needs change management techniques to address the hurdle of transitioning to agile

## Question #768

Topic 1

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

Which approach should the project manager use with the stakeholders?

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

**Question #769***Topic 1*

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

Which of the following should the project manager leverage?

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

**Question #770***Topic 1*

A project manager has been assigned to run an organization's first agile project. The project team has no previous agile experience. A high-level scope has been defined, but the team is not clear as to what to work on first.

What should the project manager do to address this situation?

- A. Hire an external consultancy service to help define the project scope.
- B. Work with the product owner to define the initial product backlog.
- C. Keep the project on hold until a detailed scope document is defined.
- D. Dedicate the first three sprints with the team to define the sprint backlog.

**Question #771***Topic 1*

An agile team is brainstorming and prioritizing all of the risks according to severity.

What should the team do about the identified risks?

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

## Question #772

Topic 1

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

What should the project manager do?

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

## Question #773

Topic 1

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

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

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

## Question #774

Topic 1

A customized module is being implemented into an off-the-shelf enterprise resource planning (ERP) solution. The project scope has been clearly defined by the sponsor, and the project manager is close to starting user acceptance testing. However, the newly elected government introduced a significant package of taxation reforms.

What should the project manager do?

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

## Question #775

Topic 1

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

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

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

## Question #776

Topic 1

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

What should the project manager do?

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

## Question #777

Topic 1

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

What should the project manager do next?

- A. Assign critical tasks to the most experienced team members.
- B. Explain the higher-level objectives to be assigned to the team.
- C. Review the budget with the team for the needed resources.
- D. Review lessons learned from similar projects with the team.

## Question #778

Topic 1

In a software development project, some of the deliverables do not meet specific performance requirements.

What action should the project manager take?

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

## Question #779

Topic 1

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

What should the project manager do?

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

## Question #780

Topic 1

A team is working on a project using a hybrid approach, and they are facing a lot of obstacles and blockers from some stakeholders. What should the project manager do to improve project performance?

- A. Ask stakeholders to communicate with the team directly.
- B. Empower the team members to remove obstacles and blockers.
- C. Add blockers to the issue log and risk management plan.
- D. Address and remove obstacles and blockers for the team.

## Question #781

Topic 1

A project manager and project team developing a new product are discussing which work methods and tools to use to build the deliverable. What should the result of this discussion be?

- A. A detailed mitigation plan on the risks for each work method and the tools used
- B. A technology roadmap for creating similar deliverables in the future with the same tools
- C. An agreed-upon work method and tools that should fit the business need and project constraints
- D. A consensus that everything will run as anticipated once the tools and work methods are identified

## Question #782

Topic 1

A project manager is instructed by the project sponsor to draft the project charter. The project sponsor asks the project manager to involve a particular stakeholder in order to provide necessary resources. However, the stakeholder is refusing to get involved because the stakeholder thinks that there is no benefit in using the project deliverable.

What should the project manager do to resolve this?

- A. Consider the stakeholder as a risk and evaluate possible solutions with the project team.
- B. Escalate to the project sponsor due to the political nature of the issue.
- C. Improve communication with the stakeholder to obtain their assistance in the future.
- D. Meet with the stakeholder to discuss the impact of the deliverable.

## Question #783

Topic 1

While working on a proposal for a national-level solution, a new project manager finds that the proposal is asking for compliance from various organizations and policies. The project manager understands that while several compliances are in place, some of the specific regulatory needs for this project are not in place. Senior management advised the project manager to overlook these compliance problems, because they will be ready when that stage of the project is reached, and to continue building the proposal.

What should the project manager do first?

- A. Verify the regulatory requirements and establish a strategy for compliance.
- B. Document the interactions with senior management in the risk register.
- C. Advise senior management that it is ethically unprofessional to continue.
- D. Build the proposal with an alternative set of regulatory requirements.

## Question #784

Topic 1

A company's project management office (PMO) is incorporating more adaptive technologies and has hired a new project manager with hybrid project management experience. The team is slow in adopting the new methodology and has not been updating project artifacts in a timely manner.

Which action should the project manager take to improve the team's performance?

- A. Send an email asking all project team members to complete updates at the end of the day.
- B. Speak individually with each project team member about making the needed updates.
- C. Set up a training session for all project team members.
- D. Reach out to the functional managers for support.

## Question #785

Topic 1

A company is launching a new product and decides to transition from a predictive to an agile approach. During the third sprint, the project manager notices that the team is not working as a cohesive unit.

Which two rules are appropriate for the project manager to instill in the team? (Choose two.)

- A. Work together daily as a team.
- B. Strive toward continuous improvement.
- C. Send communications to the entire team.
- D. Follow the sprint planning.
- E. Only share suggestions at the end of the sprint.

## Question #786

Topic 1

A project manager is working on a large project with a very difficult client. During the course of the project, the project manager realizes that if the project team had a little more time and funding to make some minor changes, the client could realize the benefits of 25% of the project outcomes early.

How should the project manager approach this?

- A. Concentrate on the current project milestones.
- B. Make all the changes and then show the client the results.
- C. Develop a business case and submit it to the client.
- D. Update the project management plan for this new work.

## Question #787

Topic 1

A project manager identified a risk on a deliverable completed by a contractor and added it to the risk register. During the last inspection meeting for the deliverable, the project manager notices that the suggested mitigation did not produce the expected results.

How should the project manager proceed?

- A. Review the procurement performance to identify the root cause
- B. Reevaluate the probability of the risk occurrence and mitigation strategy.
- C. Issue a change request to apply the risk response plan for this risk.
- D. Audit the procurement process to identify why the mitigation did not work.

**Question #788***Topic 1*

A project manager is assigned to a project. The project schedule and costs are tight, and the project manager determined that there is a lack of resources to deliver this project.

What should the project manager do?

- A. Identify the resource requirements and communicate them to the stakeholders seeking resources.
- B. Update the risk register noting that, due to the lack of available resources, the project is likely to be delayed.
- C. Define the work breakdown structure (WBS), identify the resource gaps, and reduce project management activities.
- D. Formalize a scope change request with the stakeholders to adjust the project scope with the available resources.

**Question #789***Topic 1*

A team member is frustrated, thinking that their performance is below average since they have not completed as many items as other team members. The team member has become negative and disengaged, bringing team collaboration and productivity down.

What should the project manager do to increase the team's performance?

- A. Meet with the team members and highlight individual contributions to encourage competition among the team.
- B. Reiterate to the team that everyone is an important part of the team and performance is a team measurement, not an individual measurement.
- C. Create a visual board to include the individual team members' performance levels so the team members can see all the contributions.
- D. Speak to the team lead to identify ways to keep the team performing independently and individually address the team member's concerns.

**Question #790***Topic 1*

A labor union contract negotiation is delaying the completion of a project to build a new manufacturing plant. Because the labor contract was due for renewal this year, the project manager documented the negotiation process as a risk to the project. The project was about to start the first phase of equipment installation at the plant when the negotiation began.

How should the project manager address the situation?

- A. Acquire contract resources and submit a change request for the cost impact.
- B. Escalate the issue to the steering committee to ask for mitigation support.
- C. Log the issue and follow the planned actions in the risk response plan.
- D. Meet with the project team to determine options for risk mitigation.

## Question #791

Topic 1

The project manager of a large construction project discovers that the blueprints received from the client appear incomplete. What should the project manager do first?

- A. Continue project execution using the current blueprints from the client.
- B. Escalate this issue to the project sponsor.
- C. Consult with the client to determine if project execution should be continued.
- D. Reschedule the project execution date.

## Question #792

Topic 1

A project manager realizes that the team members are new to the hybrid approach and do not value standup meetings. Team members often arrive late, digress into solutioning, or skip the meetings altogether.

How should the project manager improve this situation with the project team?

- A. Ask the product owner to remove team members who do not comply with standup meeting rules.
- B. Include a daily brainstorming session in the standup meetings to resolve pending issues.
- C. Engage the project team in implementing and improving key aspects of the standup meetings.
- D. Send a daily retrospective report to all team members instead of holding standup meetings.

## Question #793

Topic 1

An agile team has started a new project. When should the project manager organize their first team retrospective?

- A. When more than a few weeks have passed.
- B. When the team reaches a major milestone.
- C. When the team completes a release of a monumental increment.
- D. When the work is progressing well through the team.

## Question #794

Topic 1

During the project quality control process, the project manager realizes that the quality management plan does not include how the final user will perceive the benefits of the new product compared with the actual product. What should the project manager do first?

- A. Ask the product manager to include the final user tests in the quality management plan.
- B. Ask the quality manager to include the final user tests in the quality management plan.
- C. Let the product go to market and wait for customer feedback regarding quality.
- D. Submit a change request to analyze a new set of quality tests.

## Question #795

Topic 1

To prevent influential stakeholders from dominating product delivery decisions, the product owner decided to use planning poker. What is a key advantage of using this technique?

- A. Assists the team in planning the activities within the iteration
- B. Allows for more accurate estimates
- C. Incorporates a technique similar to brainstorming
- D. Ensures active project team participation

## Question #796

Topic 1

A project is in the later stages of execution. The project engineer insists in every meeting that they were never consulted or informed of the project deliverables. However, the project manager communicated adequately and has the project engineer's approvals on record.

What should the project manager do?

- A. Write a formal letter to human resources (HR) detailing the project engineer's unprofessional behavior.
- B. Approach the project engineer's supervisor about possibly replacing the project engineer.
- C. Introduce the item in the next meeting, reminding all stakeholders of the project objectives.
- D. Engage the project engineer in a discussion to understand the concern and agree on a way forward.

## Question #797

Topic 1

As a project is ending, a business stakeholder requests information from the project manager regarding overall project performance to determine the success of the initiative. What should the project manager do to provide relevant information to the stakeholder?

- A. Update the project status report to include current performance information.
- B. Document the key performance indicators (KPIs) in the final project report.
- C. Document the project performance and influencing factors in the lessons learned register.
- D. Inform the stakeholder that performance will be evaluated three months after project closure.

## Question #798

Topic 1

A new government regulation has mandated that all team members will need to work remotely for the duration of the next iteration. This means backlog priority changes will need to be completed.

What should the project manager do?

- A. Communicate the new regulation to the project sponsor during the next retrospective.
- B. Inform the product owner of the required change as soon as possible.
- C. Reprioritize the backlog and share it with the team as soon as possible.
- D. Ask the team facilitator to reprioritize the backlog based on the new regulation.

## Question #799

## Topic 1

A project manager working on a large-scale network implementation is frustrated with the hardware supplier. Their deliveries have been consistently late and frequently do not have vital components. The project manager's company has decided to cancel the contract and move to a new supplier, but the only other option is an overseas company.

What should the project manager do first to proceed with this change?

- A. Request assistance from the procurement department on the next steps.
- B. Engage the services of an interpreter who understands the project domain.
- C. Check social media to determine if there are any common connections that use the new supplier.
- D. Become aware of any cultural characteristics of the new supplier that could impact negotiation.

## Question #800

## Topic 1

A project manager is attending a progress meeting with a client. The client requests a design change which might potentially add value to the project.

What action should the project manager take?

- A. Consult with team members and allow them to make a decision.
- B. Accommodate the change request to serve the client's needs.
- C. Convince the client not to make changes to the project.
- D. Make transactional decisions focusing on the project goals.

## Question #801

## Topic 1

In a project progress review meeting, the end user raises concern about the quality of the construction of the project. What should the project manager do next?

- A. Request a special technical meeting.
- B. Refer to the requirements document.
- C. Review the risk management plan.
- D. Review all implementation checklists.

## Question #802

Topic 1

A project manager is replacing the knowledge-sharing platform of a project with a new web-based solution, ensuring that the system is aligned with a significant change in the organization's structure. The project charter was approved and the team is working on the detailed planning. The project management office (PMO) has provided detailed templates for all new projects to follow.

Which strategy should the project manager adopt for the project?

- A. Align the project schedule with the PMO's change control process in collaboration with the PMO manager.
- B. Develop a training and communications schedule with sufficient lead time in collaboration with the change agents.
- C. Develop a communications management plan aligned with the new organizational structure in collaboration with the project sponsor.
- D. Align the project schedule with the IT change control processes and tools in collaboration with the release manager.

## Question #803

Topic 1

A project manager was just assigned to a project as the leader of an experienced agile team. How should the project manager influence the team to accomplish the project objectives?

- A. Assert judgment over the team.
- B. Increase the amount of subject matter experts (SMEs) to get better results.
- C. Use a plan-driven approach in order to demonstrate control over the project.
- D. Express trust in the team's ability to fulfill the necessary deliverables.

## Question #804

Topic 1

A team member has encountered a technical issue, similar to the one faced in a successfully closed project. However, the team member did not know about the previous project and would like to resolve the issue on their own.

What should the project manager do?

- A. Reach out to the project manager of the previous project for assistance.
- B. Allow the team member to work through the issue as a training opportunity.
- C. Improve the risk management strategy and risk monitoring.
- D. Share the lessons learned from the previous project with the team member.

## Question #805

Topic 1

A project manager has recently been assigned to an agile project and discovers that a contractor for the project does not have any experience with agile. What should the project manager do?

- A. Ask the project sponsor to replace the contractor since they do not have agile experience.
- B. Issue a formal notice to the contractor to obtain an agile certification.
- C. Instruct the contractor to receive agile training since the project has already started.
- D. Consult the project team to understand the extent of the training needs for the contractor.

## Question #806

Topic 1

During the development of a new project's definition, the project manager identifies that a similar project has recently been completed. What should the project manager do first?

- A. Arrange a knowledge-sharing session.
- B. Use the project management plan from the previous project.
- C. Review the lessons learned from the previous project.
- D. Review the issue log from the previous project.

## Question #807

Topic 1

A project manager writes to the receiving organization to inform them that all acceptance activities are completed with success and it's time to initiate handover. The receiving manager replies that the team will not be ready for the handover procedure for another two weeks.

What should the project manager do?

- A. Issue an internal change request to secure the resources for an additional two weeks.
- B. Request that the receiving manager issue a change request to prolong the project by two weeks.
- C. Inform the project sponsor of the two-week delay and replan activities to minimize delays.
- D. Deliver to the receiving manager on time, who can then make a knowledge transfer to their team.

## Question #808

Topic 1

A project manager is working on a hybrid project that has been in progress for the last nine months. Some project stakeholders are becoming frustrated because they do not see the value added by the project.

What should the project manager do to demonstrate the project value?

- A. Invite the stakeholders to the next sprint review meeting and review the completed work.
- B. Produce an extensive report highlighting the project's accomplishments.
- C. Ensure that stakeholders are aware of the current process challenges on the project retrospective.
- D. Add resources to the project so all of the iterations will be completed earlier.

## Question #809

Topic 1

A project sponsor receives project information and updates in a timely manner, but the sponsor is concerned because key information is missing in the reports. What should the project manager do?

- A. Confirm that the project information is understood and feedback is received.
- B. Determine communication methods, frequency, and level of detail.
- C. Review the communication needs of key stakeholders.
- D. Provide all project information to the stakeholder.

## Question #810

Topic 1

A project manager is assigned to a parachute development project. Two of the key project resources have a disagreement regarding a requirement.

What should the project manager do?

- A. Refer to the ground rules that were set at the beginning of the project to help resolve the conflict.
- B. Reassign both of the resources to a different project to avoid conflict.
- C. Consider recommendations from a resource who has more experience with this situation.
- D. Define an action plan based on the project manager's experience.

## Question #811

Topic 1

During the execution phase, the project manager discovered that the deliverables are not meeting the quality specifications requested by the main stakeholder. This has caused the schedule performance index (SPI) to deteriorate from 0.98 to 0.72 and the cost performance index (CPI) from 1.5 to 1.1.

What action should the project manager take to mitigate the issue of the deliverables being rejected during the next iteration?

- A. Submit a change request to prioritize resolutions for the quality issue to minimize the impact on the rest of the deliverables.
- B. Reinforce the definition of done (DoD) during sprint planning so that the team has a common understanding of expectations.
- C. Create a dedicated sprint to complete all of the pending specifications from previous sprints.
- D. Assure that the product backlog is properly prioritized to avoid dependencies that cause rejection.

## Question #812

Topic 1

A project manager is managing a hybrid project. There is software in place to access the repository of project artifacts. However, a few stakeholders are reporting that they are unable to find the latest project schedule.

What should the project manager do?

- A. Advise the project management office (PMO) that there is a resource gap for sharing project artifacts effectively.
- B. Make sure all stakeholders have access to the system and know where to find project artifacts.
- C. Escalate the issue to the steering committee and ask them to deal with the stakeholders' lack of training.
- D. Send the project schedule via email to the stakeholders who need that information.

## Question #813

*Topic 1*

A project's planning phase has just been completed and was defined by team members in remote sessions. The day after the kick-off meeting, which was held at the client facilities, team member A asked the project manager to be moved to another project because they were uncomfortable around team member B.

What should the project manager do to deal with this situation? (Choose two.)

- A. Speak with both members to try to resolve the situation.
- B. Transfer team member A to another project.
- C. Clarify the inclusive practices for project team members.
- D. Escalate the situation to the project sponsor.
- E. Transfer team member B to another project.

## Question #814

*Topic 1*

A project team member identified a defect in the initial solution design for a project. The stakeholders are not sure whether to deploy the system or not.

What should the project manager do?

- A. Propose a solution redesign for the project.
- B. Revise the project's quality control measurements.
- C. Perform risk analysis against the issue.
- D. Develop a mitigation based on the solution design.

## Question #815

*Topic 1*

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

What should the project manager do during the planning phase?

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

**Question #816***Topic 1*

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

What should the project manager do?

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

**Question #817***Topic 1*

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

What technique should the project manager utilize next?

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

**Question #818***Topic 1*

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

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

## Question #819

*Topic 1*

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

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

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

## Question #820

*Topic 1*

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

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

What does the project manager need to do first?

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

## Question #821

*Topic 1*

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

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

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

## Question #822

Topic 1

A project manager is managing a project aimed at providing incremental deliveries to the market every three months. The team has been assigned, and the product backlog was created and prioritized by the product owner. After four iterations, the product owner escalates complaints to the CEO because the product does not meet the product owner's expectations.

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

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

## Question #823

Topic 1

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

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

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

## Question #824

Topic 1

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

What should the servant leader project manager do next?

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

## Question #825

Topic 1

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

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

## Question #826

Topic 1

An agile project is running its fifth iteration out of 10. After the last retrospective, the team members realize that they had to work extra hours to deliver the committed work.

What should the project manager do?

- A. Ask the team to have a lower commitment for the next iteration.
- B. Implement a checkpoint in the iteration to verify if the team is on track.
- C. Ask for additional team members to maintain the velocity.
- D. Conduct a focused retrospective to help the team to discover the root cause.

## Question #827

Topic 1

A project manager is assigned to lead an enterprise transformation to address change and value delivery at the organizational level. The project manager is working with the team to deliver incremental changes.

What should the project manager do to ensure the success of this endeavor at both the team and organizational levels?

- A. Get buy-in from senior management to enforce adoption of the organizational enterprise transformation.
- B. Analyze the impact of changes and risk associated with deliveries on a continuous basis.
- C. Involve governance on establishing trust and transparency to aid the transformation journey.
- D. Coordinate with the functional managers and get their buy-in as early as possible to avoid resistance.

## Question #828

Topic 1

Having managed a similar project while working with previous stakeholders, a project team decided to use the same report format they used in the earlier project. However, stakeholders new to the project are not fully comprehending the status of the project based on the reports that are being circulated.

How should the project manager address this concern moving forward?

- A. Add the issue to the issue log and determine the corrective action.
- B. Create a fishbone diagram to determine the root cause for the misunderstanding.
- C. Employ Monitor Communications techniques, which may eventually trigger changes to the communications management plan.
- D. Share the communications management plan and remind all stakeholders of the agreed-upon reporting templates.

## Question #829

Topic 1

A project is behind schedule and over budget, resulting in a problem for the next deliverable. The project manager informs the stakeholders, who are very concerned about the project.

What should the project manager do to alleviate the stakeholders' concerns?

- A. Schedule a kick-off session to explain the problems of the project and gain approval and support.
- B. Demonstrate the performance indexes and recommend corrective actions to the stakeholders.
- C. Send communications for clarification so there is a full understanding about the situation.
- D. Speak with the sponsor and explain the situation so that the sponsor can explain it to the stakeholders.

## Question #830

Topic 1

A project manager for an agile project wants to have a highly engaged team. How should the project manager achieve this objective?

- A. Encourage continuous rotation of roles among team members to keep people motivated throughout project delivery.
- B. Be clear with directions and assignments so people stay focused and engaged with their work.
- C. Design a reward system to get people motivated by recognizing significant individual contributions from the last sprint.
- D. Promote an environment where everybody knows what their contribution means to the project as a whole.

## Question #831

Topic 1

A project manager works in a startup company and is in charge of a key project that has critical and time-sensitive delivery objectives. One of the project team members missed completing an assigned deliverable on time, despite repeated assurances from the team member that it would be completed on time.

What should the project manager do next?

- A. Meet with the team member and work on a development plan for them to avoid missed deliverables in the future.
- B. Hold a team meeting to discuss team member commitments and communications.
- C. Record the issue, then refocus the team's efforts on delivering the next set of deliverables.
- D. Give the team member a formal warning for the negative impact due to failure to deliver and not meet deadlines.

## Question #832

Topic 1

In an ongoing project, the customer, who has been the main contact for the project, informs the project manager that they will be introducing a new contact person due to their busy schedule. Moving forward, the new contact will also be making key decisions.

What should the project manager do next?

- A. Update the stakeholder register with the new contact's details.
- B. Inform the project team of the new point of contact.
- C. Update the communications management plan.
- D. Request a meeting with the customer and the new contact.

## Question #833

Topic 1

Most of the work packages for a project are subcontracted. In the middle of execution, the project manager is informed that a new contract manager will take the position in one-week.

What should the project manager do next?

- A. Analyze and document the interests of the new contract manager and select a strategy to manage the relationship.
- B. Update the communications management plan with the new contract manager's information.
- C. Reschedule the next progress meeting to introduce the new contract manager to the project team.
- D. Consult the project management plan and prepare a full set of documents for the new contract manager.

## Question #834

Topic 1

During the early phases of a project, mitigation actions were not executed in a timely manner; therefore, the project schedule was impacted. Several project stakeholders are now frustrated with the delays.

What should the project manager have done to manage the issue?

- A. Identified and reported the issue
- B. Monitored and controlled the issue
- C. Identified the appropriate response and had it implemented
- D. Communicated any identified action to impacted stakeholders

## Question #835

Topic 1

A member of the board of directors has asked the project manager for the estimated cost of the minimum viable product (MVP). The estimated cost is needed in order to get formal approval for this project.

How should the project manager report this cost?

- A. Calculate the budget at completion (BAC) based on the completed and planned features.
- B. Determine the control accounts and use a top-bottom estimate.
- C. Estimate user story points and forecast a budget for that deliverable.
- D. Consider the cost performance index (CPI) based on earned value (EV) divided by costs.

## Question #836

Topic 1

Since the beginning of a project, the product owner keeps asking during ceremonies about the budget spent for each product iteration. The product owner seems much more interested in the cost rather than the product itself.

What should the project manager have done earlier to change the product owner's behavior?

- A. Worked on different approaches of estimating to give confidence of the cost spent in each product increment
- B. Worked on a fixed-price contract to switch the product owner's attention to value instead of money
- C. Worked on a communications management plan with reports of budget spent in each iteration versus planned to avoid these discussions during ceremonies
- D. Worked with the product owner to clarify their role in an agile project and the scope of the agile ceremonies

## Question #837

Topic 1

A project manager is working with an agile team to enhance a product. Due to a tight deadline, the team is trying to crash the schedule by engaging multiple resources to work on the project simultaneously. However, the technical environment is configured to allow only one resource to work on a feature at a time.

The team plans to upgrade the technical environment but is unable to agree on a way forward.

What should the project manager do first?

- A. Add this conflict to the agenda for discussion at the next daily standup meeting.
- B. Conduct a consensus-building session to decide how to approach the next set of work.
- C. Conduct a planning session to decide how to approach the next set of work.
- D. Escalate the issue to the product owner for resolution.

## Question #838

Topic 1

One of the modules delivered by the project failed during user acceptance testing (UAT). The project manager realizes that the component that failed the functional tests was created by another team and a different functionality was approved by the business manager.

What should the project manager do?

- A. Review the integrated change control process with all the stakeholders.
- B. Escalate the misalignment to the project management office (PMO) and the functional manager's director.
- C. Ask the project management office (PMO) to recover the cost of fixing it from the other team's budget.
- D. Request dedicated business resources to support functional testing.

## Question #839

*Topic 1*

A project manager must manage a virtual application control software team that is culturally and geographically diverse. The project manager wants to promote open collaboration in a real-time manner.

What should the project manager do?

- A. Provide a software for instant messaging.
- B. Promote the use of remote site syndication.
- C. Facilitate regular conference calls.
- D. Document all information on the team wiki.

## Question #840

*Topic 1*

A new project team has formed, and the project manager notices that some of the team members do not feel comfortable being part of the project team. As a result, members of the team are working individually and not as a team.

What should the project manager do to resolve this?

- A. Facilitate a team building meeting to help this issue.
- B. Allow the team members to remain in their former individual roles.
- C. Directly guide the team members on how to perform their tasks.
- D. Wait until some iterations are completed to intervene.

## Question #841

*Topic 1*

A senior management team member contacts an agile project lead and mentions that certain features the senior manager thought would be in the current release were not included. What should the agile project lead do?

- A. Send the product roadmap to the senior manager.
- B. Assure the senior manager that these features will be queued up in the next sprint.
- C. Invite the senior manager to the next planning meeting.
- D. Meet with the team to understand why the senior manager's features were not included.

## Question #842

Topic 1

An agile team is working on a two-week sprint to deliver business value. About one week after the sprint starts, the product owner realizes that a regulatory compliance requirement was missed. The product owner reminds the team that this requirement must be completed in the current sprint or the organization will face a penalty.

What should the project manager do to mitigate this risk?

- A. Review the issue with the project sponsor and ask for more time to complete this requirement.
- B. Complete an impact analysis as the scope of the sprint backlog cannot be changed after the sprint has started.
- C. Include the compliance user story in the next sprint as the team is fully occupied with the current sprint.
- D. Request the team to add the user story to the current sprint and let them work on it.

## Question #843

Topic 1

A project manager is in a team meeting and the project team requires a decision to be made about a new suggested timeline due to an impact from a potential scope change. What should the project manager do?

- A. Follow the stakeholder engagement plan.
- B. Review the stakeholder map along with the organizational chart and delegate the most senior person to make the decision.
- C. Schedule a project decision meeting with all stakeholders to discuss the decision.
- D. Make the decision on behalf of the organization.

## Question #844

Topic 1

A pharmacy needs to launch a medication delivery service. An interdisciplinary team was created in order to have the service ready in one-month when it usually takes five months to complete.

What should the project manager do?

- A. Register a risk and define a contingency plan.
- B. Review and reduce the project backlog.
- C. Assist the team in proposing a minimum viable product (MVP).
- D. Ask to increase the capacity of the team.

## Question #845

Topic 1

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

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

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

## Question #846

Topic 1

A project team has been formed, and the tasks have been assigned to each team member. All team members have agreed to follow a hybrid project approach.

What should the project manager do to ensure the team performs as an organized unit?

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

## Question #847

Topic 1

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

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

**Question #848***Topic 1*

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

What should the project manager do?

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

**Question #849***Topic 1*

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

What should the team member do?

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

**Question #850***Topic 1*

A bank has decided to initiate a project to transition from serving small businesses and entrepreneurs to mid- and large-scale businesses. The country's economy is struggling, and some stakeholders cannot agree on this transformation need.

What should the project manager do?

- A. Escalate the issue to the sponsor and ask for stakeholder engagement.
- B. Review the project business case and update it periodically.
- C. Implement a communications management plan.
- D. Plan for strategic program management.

## Question #851

Topic 1

The project team is planning a schedule with limited information. The team is having issues identifying the detailed tasks and estimating task duration.

Which three techniques should the project manager use? (Choose three.)

- A. Gantt chart that includes milestones and deadlines
- B. Rolling wave planning and an adaptive approach
- C. Relative estimation to determine the task or deliverable sizes
- D. Iterations and reviews to continuously keep adapting the plan
- E. Bottom-up estimating based on a work breakdown structure (WBS)

## Question #852

Topic 1

During project execution, the project manager observes lower velocity and a high volume of tasks in the testing queue. The project is using a hybrid approach and there are only a few sprints remaining.

What should the project manager do?

- A. Provide testing training to all the project team members.
- B. Add a new resource with testing skills to the team.
- C. Work with the team to understand and solve the issues.
- D. Increase the sprint duration so the testing can be completed.

## Question #853

Topic 1

While creating the work breakdown structure (WBS) with the team, the project manager highlights that the customer requested a proof of concept and will only continue the project based on the results of the proof of concept. A key team member insists that since this customer has a history of requesting proof of concepts and continuing with the projects, the team needs to plan for the whole project, not just the proof of concept.

What should the project manager do?

- A. Instruct the team member to continue with the current work.
- B. Evaluate the scope of work as described in the project charter.
- C. Implement the 100% rule for creating the WBS.
- D. Validate with the team member, and create a WBS for the entire project.

**Question #854***Topic 1*

A project is nearing completion. The contingency time has been consumed. To ensure that the final deliverables are achieved on time and within budget, the project manager has asked the team to follow a rigorous process. This is causing some resistance among the team members.

What should the project manager do to address the growing resistance?

- A. Describe to the team members how specific tools and techniques can be used to finish on time.
- B. Convince team members to use a specific methodology to complete the project on time.
- C. Crash the project schedule and ask project team members to work overtime to meet the new timeline.
- D. Motivate project team members by offering incentives to complete the project on time.

**Question #855***Topic 1*

During project completion, a project manager receives a request from the customer for a reduced cost of goods. The customer's request will affect the sales department's budget and forecast.

In order to reach a consensus and have a successful project completion, what should the project manager do first?

- A. Initiate a change request to accommodate the revised cost of goods.
- B. Identify and satisfy both parties' underlying wants.
- C. Analyze the bounds of the negotiation for agreement with both parties.
- D. Comply with the customer's request to achieve the project mandate.

**Question #856***Topic 1*

A customer calls the project manager to express concern about a project team member who has been making changes within the live environment without approval. The team member mentioned that the customer called and asked them to make the changes.

What should the project manager do next?

- A. Organize a meeting to mediate the relationship between the customer and the team member to ensure no feelings are hurt.
- B. Explain to the customer that the team member was just trying to help and the changes can be reverted if necessary.
- C. Ask the customer to email all requests directly to you and you will ensure they are actioned by the correct team member.
- D. Reinforce the value of documenting and approving all change requests and ask the customer to issue these through the agreed channels.

**Question #857***Topic 1*

A project manager is leading a project when a major crisis suddenly causes an economic downturn, which may threaten the project outcome.

What should the project manager do?

- A. Update the project charter and benefits management plan with the current realities.
- B. Create a proposal suggesting that the project sponsor terminate the project.
- C. Reallocate some project resources to other assignments in the organization.
- D. Document the new risks in the project benefits management plan and risk management plan.

## Question #858

Topic 1

A project manager is preparing to start a new project in which the team members are distributed geographically across different countries. The project manager is using the communications management plan to engage the team members and find a communication method that suits everyone.

How should the project manager continually evaluate the effectiveness of the virtual team's engagement?

- A. Hold meetings in accordance with the team members' preferences and availability.
- B. Collect feedback from the team to discuss alternatives to enhance the communication.
- C. Conduct individual meetings to create a trusting environment with team members.
- D. Establish periodic face-to-face meetings and address the communication topic.

## Question #859

Topic 1

A project manager had to schedule additional planning sessions to add requirements from an international stakeholder. The stakeholder expressed concern about the product not meeting the client's needs.

Which factor should the project manager have considered when developing the product?

- A. Responsibility matrix
- B. Stakeholder's location
- C. Availability of resources
- D. Stakeholder's needs

## Question #860

Topic 1

A consultancy firm is finally selected and contracted for a project following an extensive and competitive procurement process. A few months into project execution, the client asks the project manager why the consultant is contracted for only 18 months instead of the full 32-month-long project. The project manager will need to carry out an unplanned second bidding process to ensure services are in place until the end of the project.

What should the project manager have done to prevent this?

- A. Developed a detailed, phased procurement management plan including all activities required and had the client approve it.
- B. Included the client in all negotiation phases with the consultancy to obtain their advanced approval before signing the contract.
- C. Agreed beforehand with the client on the frequency of reporting on the status of the procurement activities within the project.
- D. Prepared and negotiated a second contract with the consultancy firm for the remaining 14 months after the first contract signature.

## Question #861

Topic 1

A project team is prioritizing the creation of project artifacts and enforcing it rigidly, while they face issues with delays in deliverables. How should the project manager respond?

- A. Advise the team that solely focusing on artifacts will not produce successful project deliverables.
- B. Implement stricter controls so that project artifact creation is given the utmost importance.
- C. Recognize the team's efforts for documenting artifacts and motivate them with an incentive mechanism.
- D. Facilitate the implementation of an automated tool for the team to manage project artifacts.

## Question #862

Topic 1

A project manager was recently assigned to a banking IT project. The project team has been developing products using a predictive approach for more than 10 years, but management wants the team to change to an agile approach. The project manager met with the team to introduce the agile approach. Most of the team members complained about changing approaches because the performance of this team has always been above average among the IT teams in the bank.

Which two actions should the project manager take? (Choose two)

- A. Interview the most resistant team members to persuade them to try to accept an agile approach.
- B. Conduct training sessions with the team so that the team can understand what the agile approach and mindset are.
- C. Brainstorm with the team to understand the specifics of the team's project and to identify possible alternative approaches for the team.
- D. Ask the team to identify the product backlog and create a kanban board for the team to manage and follow the approach.
- E. Meet with management to explain the team's resistance to the agile approach and request that they formally ask the team to implement agile.

## Question #863

Topic 1

An agile project has a broad set of product features intended for different user profiles and usages. It is difficult to define common acceptance criteria that can apply to all the features.

How can the project manager ensure that the appropriate acceptance criteria are applied to the features?

- A. Integrate the acceptance criteria review into the definition of ready (DoR) for each feature and associated tests into the feature's definition of done (DoD).
- B. Define the acceptance criteria and specific functional test cases only after analyzing the user feedback from testing the early feature release.
- C. Integrate the specific tests into the definition of ready (DoR) for each feature and the acceptance criteria into the feature's definition of done (DoD).
- D. Use the broadest set of acceptance criteria to ensure that all features have a common quality baseline and associated functional test cases.

**Question #864***Topic 1*

A member of a testing team in an agile project works well with the project team. However, in the previous two iterations, this team member's performance was poor, and the team had difficulty meeting the iteration goals.

How should the project manager handle this situation?

- A. Speak to the team member regarding the need to improve performance.
- B. Allow the project team to discuss the problem with this team member.
- C. Discuss the issue with the team member's functional manager.
- D. Inform the human resource (HR) department about the issue.

**Question #865***Topic 1*

A company is set to execute a project across different localities and countries. Right before execution, a press release from one of the impacted communities expresses disapproval of the project.

What should the project manager do first?

- A. Engage all critical stakeholders and align project objectives with expectations from the community.
- B. Include the community statement as a new risk in the project's risk register.
- C. Approach the government to obtain their support and influence to engage the community.
- D. Update the stakeholder communications plan to ensure that the community is always informed.

**Question #866***Topic 1*

All activities for Project A are ahead of schedule, except for one activity that is on the critical path. The resource manager is requesting that the team members join Project B, which is an important project in the organization that is behind schedule.

What should the project manager do?

- A. Ask the stakeholders to pause Project A because Project B is more important.
- B. Release the team members from Project A who are not working on a critical path activity.
- C. Agree to reassign all team members to Project B due to its importance.
- D. Retain the team members on Project A and complete the planned activities as committed.

## Question #867

Topic 1

A new project manager is working on a time-sensitive social media strategy for a software development company that is building a communications management plan for the stakeholders. This is the first major project since the company shifted to working remotely on a full-time basis. After reviewing all previous company artifacts, the project manager finds a standard operating procedure (SOP) document outlining how all communication should take place.

How should the project manager proceed?

- A. Adhere to the SOP for the project, make a note of required changes, and escalate to the change management board.
- B. Use the SOP as a base plan and make updates during the control and monitoring phase of the project.
- C. Ignore the SOP and write a separate communications management plan for this project.
- D. Assess the SOP for relevancy, make updates, and circulate to the stakeholders for comment during project planning.

## Question #868

Topic 1

A project team is reviewing the project business document for a phase-gate session and discovers that the benefits need to be validated by the project sponsor.

Unfortunately, the project sponsor was recently changed, and the new sponsor does not seem to be supportive.

What should the project manager do to address this situation?

- A. Notify and escalate to the high-level management team and request that they take action.
- B. Arrange for a discussion with the project sponsor and clarify the project business document.
- C. Schedule a one-on-one meeting with the project sponsor to obtain their buy-in on the project benefits.
- D. Identify and add the change in management as a risk in the risk register.

## Question #869

Topic 1

A project is being executed in multiple phases. Midway through, the customer wants to bring in a new tool to replace the existing software in the project as part of their improvement program. The project team has identified the changes and submitted the change request to the customer for approval.

What should the project manager do next?

- A. Prioritize the impact of the change and modify the project management plan.
- B. Inform management of the customer's organizational change.
- C. Examine the business value of the change request.
- D. Perform a team-skills versus project-skills analysis.

## Question #870

Topic 1

A company is building a minimum viable product (MVP). How can the project manager help to ensure the company builds a high-quality product?

- A. Partner with a qualified third-party vendor to develop a product that meets the requirements.
- B. Hire a quality engineering leader to drive the strategy.
- C. Determine the quality metrics for the product and recommend options for improvements.
- D. Ask the product manager to spend more time improving quality.

## Question #871

Topic 1

DRAG DROP

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

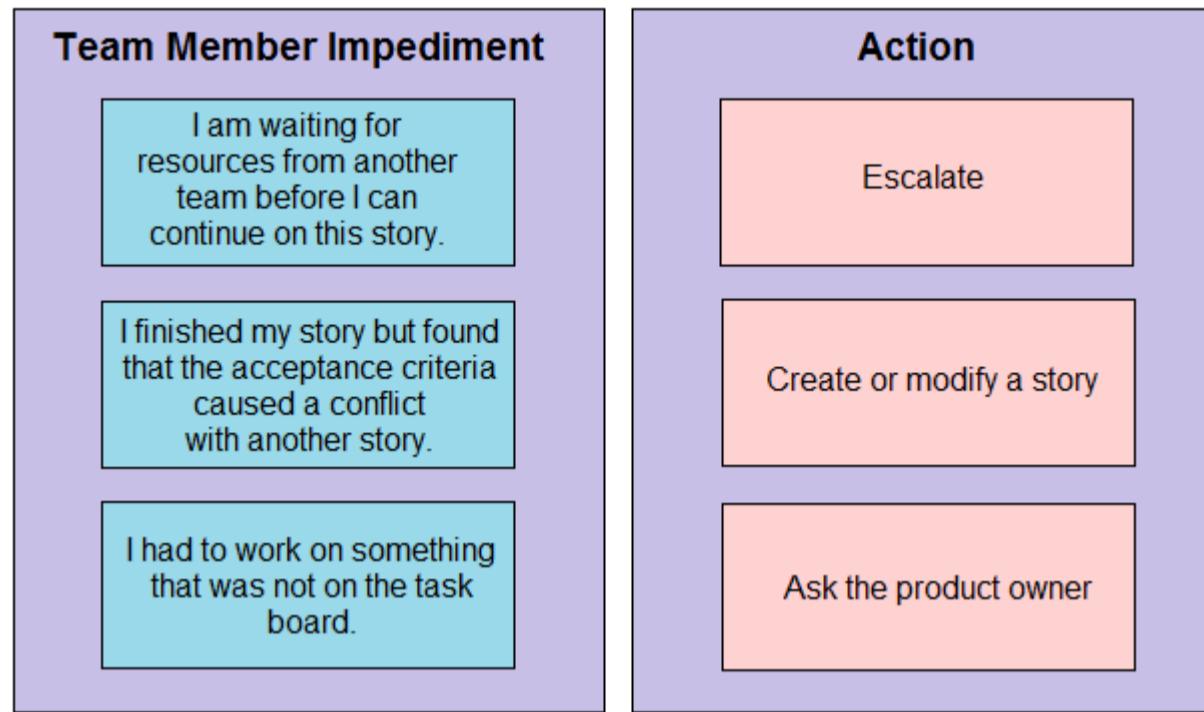
Interpersonal Skills	Scenarios
Emotional Intelligence	Two team members are not agreeing with each other about a work item. Before the situation gets out of hand, the project manager interrupts and asks them to take a break and come back to the discussion later.
Networking	A team member always yells and swears, making others uncomfortable. The project manager manages the group's emotions so that others do not feel uncomfortable and asks the person to manage their emotions.
Conflict Management	The project manager communicates the vision to stakeholders and inspires them to support the work and outcomes of the project.
Leadership	The project manager values a developer on the team who always interacts with partners and is a very good resource for making positive lasting contacts.

## Question #872

Topic 1

DRAG DROP

The team has reported the following impediments at the daily standup meeting. Drag each impediment on the left to the action that the project manager needs to take on the right.



## Question #873

Topic 1

DRAG DROP

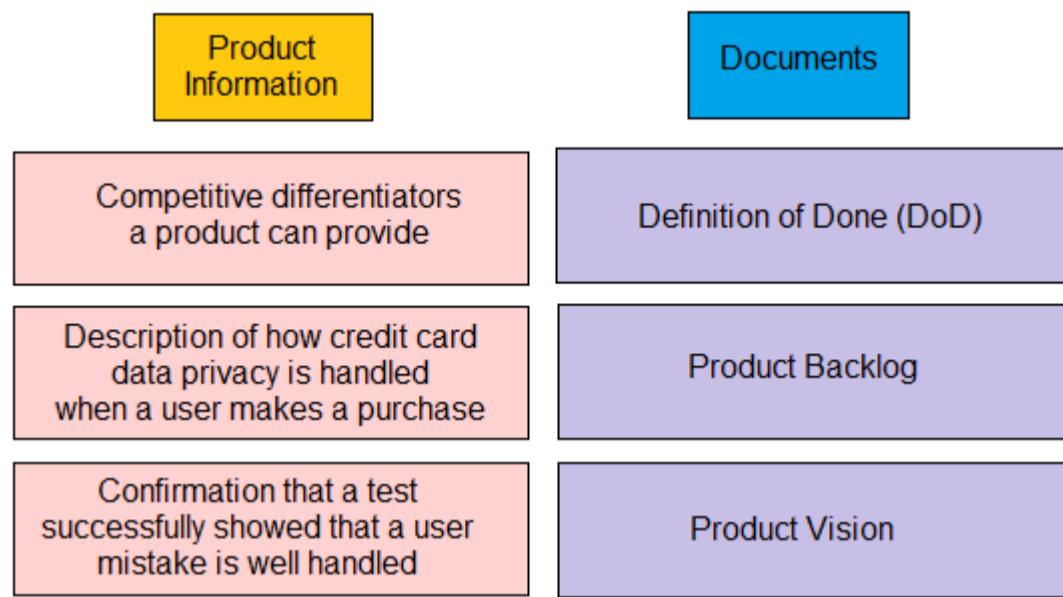
A new project manager for an agile project is reviewing, with an established team, some of the roles to avoid confusion on what to expect. Drag the description on the left to the appropriate role on the right.

Description	Role
Discuss inter-dependencies within other projects	Product Owner
Assign acceptance criteria and set goals	Scrum Master
Assume leadership as needed	Servant Leader

## Question #874

DRAG DROP

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



## Question #875

A project manager is managing an iterative project that delivers value incrementally. Over time, the stakeholders have challenged that the team is delivering less value now than they did at the beginning of the project. The project is still predicted to be completed as planned.

How should the project manager respond to the stakeholders?

- A. Explain to the stakeholders that progress is measured by the completion of project requirements that are tracked against the project schedule, and relay that the project is on schedule.
- B. Explain to the stakeholders that value delivery is based on resources invested and the potential gain or loss reduction, and that each of these factors can vary over time.
- C. Inform the stakeholders that the project prioritizes the highest business value items in the backlog first, and explain it is not unusual for the project to deliver less business value over time.
- D. Review the value delivery schedule with the project team to understand why value delivery is decreasing, implement solutions to stabilize value delivery, and communicate the corrective actions.

## Question #876

After finalizing a complex project, the project manager notices that multiple risks became issues during the execution phase. Unfortunately, the project manager was not prepared to deal with them as they were low probability and impact risks.

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

- A. Scheduled daily meetings with key stakeholders to assess project risks
- B. Hired a risk analyst to constantly monitor the project risks
- C. Classified all risks as high probability and impact
- D. Assessed and prioritized risks continuously along the project life cycle

## Question #877

*Topic 1*

A project manager is about to kick off a new project with the team. Due to an unprecedented event, all team members are currently working remotely.

How should the project manager ensure the continuity of information sharing for the project?

- A. Encourage the team to create and distribute larger weekly reports.
- B. Setup clear communication channels with increased team interactions online.
- C. Advise the team to communicate as much as possible with all team members.
- D. Send out multiple emails regarding the project's milestone deadlines.

## Question #878

*Topic 1*

A project manager is assigned to an automotive product development project in the middle of the pilot phase. According to the test lab, a durability test was completed with good results six weeks ago, but there were no reports left behind by the test engineer who left the organization the previous month.

What should the previous project manager have done to prevent this issue?

- A. Built a pair-engineering environment so that experienced engineers always work with junior engineers to assist in knowledge transfer.
- B. Led a technical benchmark workshop every month to share state-of-the-art technology trends and ask all team members to attend the workshop.
- C. Contracted with a third-party test lab to outsource all testing processes and required that they produce all test reports.
- D. Built shared repository for the project in the internal server and asked the team to create, record, and save all project deliverables to the server.

## Question #879

*Topic 1*

A project sponsor asked the product owner to deliver the functionality that provides the highest return on investment (ROI) as soon as possible. Which artifact should the project lead use to track benefits?

- A. Requirements backlog
- B. Product backlog
- C. Project charter
- D. Project scope

## Question #880

Topic 1

A project has progressed significantly and is getting close to completion. The project manager observed that team members are no longer focused and have started arriving to work late.

What should the project manager do?

- A. Engage functional managers to secure roles for team members.
- B. Hold motivation sessions to keep team member morale high.
- C. Ask for replacement project team members.
- D. Penalize team members who arrive to work late.

## Question #881

Topic 1

A project manager is leading a project to develop a new mobile application. During an informal conversation, a stakeholder asked the project manager to add new features to the current sprint.

What should the project manager do?

- A. Request the stakeholder to wait until the following sprint planning.
- B. Discuss this demand during the following standup meeting.
- C. Accept the change request and negotiate the time line.
- D. Ask the product owner to discuss this request with the stakeholder.

## Question #882

Topic 1

A project manager is assigned to a strategic communication project that involves subject matter experts (SMEs), interns, and new recruits. The project manager discovers that the project is not gaining much traction due to knowledge gaps from the interns. The budget for training is exhausted and the project needs to be delivered without delay.

Which two actions should the project manager take? (Choose two.)

- A. Identify the sources and specifics of the knowledge gap from the interns and new recruits.
- B. Initiate a project change request for additional budget to train the interns and new recruits.
- C. Ignore the issues with the project and try to deliver the project successfully without asking for training funds.
- D. Put the interns and new recruits into groups and assign a SME as a mentor.
- E. Hire more SMEs and inform the human resources manager to lay off the nonperforming interns and new recruits.

## Question #883

Topic 1

A project manager has been newly assigned to an existing project. The project manager noted that the input from a business unit, which is critical to the success of the project, was not included in any project assets. Instead, there were many complaints about the project's operational results and the alignment with solutions affected by the business unit's operations.

What action should the project manager take?

- A. Validate that the project requirements information is up-to-date.
- B. Determine the degree to which the project is in compliance.
- C. Optimize alignment among needs, expectations, and project objectives.
- D. Determine a strategy for change responses to new objective requests.

## Question #884

Topic 1

During the fourth sprint, a project manager noticed that none of the customer representatives have participated in any of the sprints. The team told the project manager that they had a prototype ready.

What should the project manager do next?

- A. Contact the customer to confirm that they received updates of the work in progress (WIP).
- B. Tell the team to create a prototype manual to provide guidance for the end user.
- C. Deliver a presentation about the capabilities to the quality assurance (QA) team.
- D. Invite the customer representatives to the review meeting to review the prototype with the team.

## Question #885

Topic 1

A project is late due to a large number of scope changes. This was raised as a risk in the risk register during the initiation phase. The team is afraid that they will be blamed in case of failure and recommends that the project manager ask for an extension.

What should the project manager do first?

- A. Ask the team to document the impact of the risk in detail.
- B. Refer to the change log and ensure that changes are documented.
- C. Refer to the risk register and follow the mitigation plan.
- D. Ask the sponsor for their advice on the way forward.

## Question #886

Topic 1

A project is on its second iteration out of eight. After some daily meetings, the project manager notices that one team member is always directing the meeting. The team is not comfortable with the situation and, as a result, the activities are blocked.

What should the project manager do?

- A. Conduct a session to help the team improve their interactions.
- B. Update the risk register and define a contingency plan.
- C. Moderate the daily meetings to help the team to feel more comfortable.
- D. Meet with the team member to show the impact of their behavior.

## Question #887

Topic 1

A company is looking to adopt a new software solution to align business processes across multiple business units using a technology that was never used in the organization. What should the project manager focus on?

- A. New system and the likelihood of technical debt
- B. Specific requirements for important departments
- C. Out-of-scope requirements across the organization
- D. Conflicting priorities and business requirements

## Question #888

Topic 1

A steering committee has asked the project manager to assist with the decision-making process between build versus buy delivery options. Which value metric should the project manager evaluate to respond to the steering committee's request?

- A. Net present value (NPV)
- B. Earned value (EV)
- C. Impact value
- D. Expected monetary value (EMV)

## Question #889

Topic 1

An organization is transitioning to an agile project delivery approach. Each project is structured as a Scrum team. A project is in the initiation phase. In one of the workshops, a business subject matter expert (SME) indicated that the project may have legal constraints. The legal team was not identified as a stakeholder in the project brief.

What should the project lead do?

- A. Ask the solutions architect to contact the legal department and create the epic(s) in the product backlog.
- B. Advise the SME that there are no legal requirements identified in the project brief and continue the workshop.
- C. Ask the project sponsor to contact the legal department and identify the legal impact.
- D. Add the legal department to the list of stakeholders and contact them to discuss the project scope.

## Question #890

Topic 1

A member of an agile team constantly borrows the password to enter the software development platform. This situation has created a problem, because a version of the code was modified without authorization and nobody wants to take responsibility for this modification.

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

- A. Checked user permissions
- B. Defined the ground rules
- C. Reviewed the security policies
- D. Shared the code of ethics

## Question #891

Topic 1

A project manager is assigned to an analysis project for a customer. The project manager needs to keep the performance of the team a step ahead of the estimated delivery schedules.

What should the project manager do to impact the sprint cycles going forward on the project?

- A. Build the capacity of the team to improve sprint cycles and provide weekly trend reports.
- B. Engage an expert in project management to explain to the team how fast to work on the sprint cycle.
- C. Work with the team on how to focus on only precommunicated project results.
- D. Train the team to analyze data and complete the user stories within the schedule.

## Question #892

Topic 1

A project manager is working on a project implementing a new time management system that will be rolled out in the next three months throughout the whole organization. Some managers have doubts about the transition period.

How should the project manager align with the managers during the rollout and cut over?

- A. Organize a sprint review for the new business units one month before the transition ends.
- B. Organize sprint reviews with the managers, grouping them based on hierarchy.
- C. Organize sprint reviews for all managers, grouping them based on the deployment schedule.
- D. Organize a full-day sprint review with all the senior managers in the organization.

## Question #893

*Topic 1*

An organization is using a hybrid delivery approach for a complex project. In the iteration review, a senior manager asks for a complete redesign of the functionality presented. The manager is new to the organization and has no experience with agile delivery.

What should the project lead do first?

- A. Ask the development team to explain how the functionality was implemented.
- B. Ask the manager for more details about their expectations for the functionality.
- C. Inform the manager that the agreed upon scope cannot be changed.
- D. Inform the manager that their request will be escalated to the project sponsor.

## Question #894

*Topic 1*

A team has noticed a labeling mistake in two different prototypes. The mistake resulted in a need to apply a different destructive testing plan for each prototype. This resulted in a decline in team morale.

What should the project lead do?

- A. Lead the team through the next sprint to prevent a similar issue.
- B. Influence stakeholders to support the team allowing recovery within limits.
- C. Bring in subject matter experts (SMEs) to coach the team.
- D. Use cost and time contingencies to mitigate a project baseline impact.

## Question #895

*Topic 1*

A project manager is working on a project that is using a hybrid approach. One key input for the deliverable will be from the outcome of another project that is using an agile approach.

What should the project manager do next?

- A. Participate in the other project's daily standup meetings.
- B. Ask the other project manager to change the delivery methodology.
- C. Align with the other project manager's high-level project time lines.
- D. Request that the other project manager develop a work breakdown structure (WBS).

## Question #896

Topic 1

A project manager is working on a software development contract. The project is halfway through a 3-year contract when there is a change in the political landscape and 20% of the stakeholders are replaced. Almost immediately decisions become delayed, invoices go unpaid, and meetings become unmanageable.

What tool would assist the project manager to better understand the new project landscape?

- A. Communication analysis
- B. Power distance analysis
- C. Stakeholder analysis
- D. Engagement analysis

## Question #897

Topic 1

A project manager is managing a new type of project for a traditional organization. The culture of the organization is not typically in support of change.

Which two factors should the project manager consider in developing the portion of the project plan related to culture? (Choose two.)

- A. The relevant experience and qualifications of each team member.
- B. The amount of flexibility the team exercises while doing work.
- C. The amount of risk the organization is willing to accept.
- D. The speed the team can perform without compromising quality.
- E. The influence of the stakeholders on the project.

## Question #898

Topic 1

While preparing an earned value analysis (EVA) for a project sponsor, the project manager provides the following information in the latest project report:

Approved work package cost estimates: US\$9,500

Contingency reserves: US\$500 -

Management reserves: 10% of contingency reserves

Percent complete of the project: 50%

Planned percent of the project: 40%

Actual cost (AC) of the project: US\$4,500

According to the project status, the current budget at completion (BAC) is considered achievable.

What value represents the cost performance required for the remaining work to keep the project cost goal within the baseline?

- A. 0.91
- B. 0.88
- C. 0.64
- D. 1.25

## Question #899

Topic 1

Due to a change in market conditions, the business value for the original project requirements has changed. What should the project manager consider for execution?

- A. Evaluate and work on small requirements to deliver business value.
- B. Negotiate with the stakeholder to deliver with existing business value.
- C. Continue as planned since changes will have no impact on the project.
- D. Take into consideration the requirements with the modified business value.

## Question #900

Topic 1

A supplier that the company has used for years has trouble accepting the new terms of an agile contract. They do not understand the terms in the contract and feel they should not have to sign it because they have had a long relationship with the company.

Which action should the project manager take?

- A. Train the supplier in agile approaches to help them understand the contract.
- B. Change contract terms and conditions to avoid losing the supplier.
- C. Issue a request for proposal (RFP) to find new suppliers with agile experience.
- D. Ask the team if they can do the work until there is an available supplier.

## Question #901

Topic 1

A customer is unhappy after weeks of working in a newly implemented virtual environment and wants their key stakeholders to be more involved in the development processes. The customer is requesting access to the information radiators of the project management information system (PMIS). The development company has never allowed clients access to the system.

What should the project manager do?

- A. Submit the request and advise for approval, then investigate the training needs for team members and stakeholders.
- B. Break down the request situation to identify the root causes for the customer's dissatisfaction.
- C. Deny the request and negotiate for alternatives that will achieve the customer's desired results.
- D. Submit the request and advise for denial, as the company has never allowed customers access to the PMIS.

## Question #902

Topic 1

A project manager is leading a digital transformation project in a large geographically distributed organization. During the execution phase, the project team noticed that the organization's employees and heads of departments have different perceptions and expectations of the project and its outcome. The project manager is afraid that it may impact the project's success.

Which two actions can the project manager do to resolve this issue? (Choose two.)

- A. Foster stakeholder engagement in order to improve communication.
- B. Discuss the issue with the project sponsor in order to handle it efficiently.
- C. Share the project objectives to ensure they are properly digested.
- D. Insist on face-to-face meetings in order to understand the real concerns.
- E. Proceed as planned as these situations are quite common in large projects.

## Question #903

Topic 1

A project manager is assigned to a critical project to build a complex application for a client whose goal is to achieve an ideal state for their business model, but is unsure about how to achieve the solution. What collaboration model should the project manager recommend in this situation?

- A. Ask the client to specify their business needs in a contract format and approve it.
- B. Schedule quarterly review meetings with the client.
- C. Request that proper stakeholders, including the client, are assigned.
- D. Ask the project team to write the business requirements based on the client's needs.

## Question #904

Topic 1

A project manager is executing a large project with many stakeholders. One of the primary stakeholders is requesting a change to the project scope. The project manager knows that this scope change will not require much effort from the project team. The project manager is worried that going through the full change control process will hold up the project schedule.

What should the project manager do?

- A. Ask the primary stakeholder for their official approval to avoid the change control process.
- B. Implement the change in order to avoid changes to the schedule baseline.
- C. Reject the change request because the project is already being executed.
- D. Submit a formal change request since the change is affecting the project baseline.

**Question #905***Topic 1*

A project manager has noticed that a specific team member rarely contributes or shares opinions during team discussions. However, the team member is effective at delivering assigned tasks on time.

How can the project manager leverage this?

- A. Engage with the team member, let them know their strengths, and encourage them to share more.
- B. Meet with the team member prior to meetings and share their thoughts with others so everyone can benefit.
- C. Pair this team member with a more outspoken team member so their voice can be heard more.
- D. Ensure the team member is assigned critical path tasks to meet the schedule.

**Question #906***Topic 1*

A team is about to close a deployment and is waiting to receive critical information from the customer. The customer continues to postpone sending information, which is consequently delaying the deployment.

What should the project manager have done to prevent the delay?

- A. Delegated the task to the product owner
- B. Asked the team to use the sample data
- C. Engaged the sponsor and sought their support
- D. Received all key information ahead of time

**Question #907***Topic 1*

A project defined to be executed in four months is divided into eight iterations. During its first retrospective, the team realizes that only one member has experience doing a key project requirement.

What should the project manager do?

- A. Invite the team member to share experience in the next retrospective.
- B. Ask the sponsor to add team members with the required experience.
- C. Plan knowledge-sharing sessions within the team.
- D. Ask the sponsor for a training course for the team.

**Question #908***Topic 1*

A project manager who is providing development support for a product notices some of their long-standing customers moving to a competitor because of improved value being delivered from their product. What should the project manager do first?

- A. Ask the product owner if the value delivery of the product has changed.
- B. Intensify the focus of the product to recapture the lost customers.
- C. Put the ongoing product development on hold and discuss with the team.
- D. Request a change to the product based on the new market insight.

## Question #909

Topic 1

A project manager notices the team is disagreeing on the level of effort required to complete a task. What should the project manager do?

- A. Advise the team that an average of all the estimates will be used as it will be the most reliable level of effort.
- B. Advise the team that they can resolve the estimation issue and they can work on it as long as it takes.
- C. Advise each team member to explain the rationale for their estimate and then ask the team to come to consensus.
- D. Advise the team that the project manager will determine the level of effort since the team cannot agree.

## Question #910

Topic 1

A project manager has been working on a critical project to transform an organization's operations. The project manager had successfully completed four sprints when the innovation director was replaced. The new director placed a hold on the project until a new strategy can be put in place.

What should the project manager do first?

- A. Discuss the vision and possible impacts with the new director.
- B. Review the risk management plan from previous projects with the new director.
- C. Escalate to the project sponsor to remove the project hold.
- D. Seek approval from the new director to replace the current contingency budget.

## Question #911

Topic 1

A project manager works for an organization that intends to begin using agile delivery, but there is a lack of support from some business units. The project manager needs to address the lack of trust in agile.

What should the project manager recommend?

- A. Negotiate special arrangements for an agile pilot project.
- B. Define detailed work instructions for agile project delivery.
- C. Implement and establish an agile framework for the project.
- D. Hire a team of contractors for agile project delivery.

## Question #912

Topic 1

Five project team members are working on a software development project. As the time line for the project is very tight, the members are working overtime to keep the project on schedule. Recently, two members submitted resignations.

What should the project manager do?

- A. Acquire experienced additional resources from third-party suppliers.
- B. Assist the team to reallocate the task to the three team members.
- C. Acquire replacements by starting the hiring process immediately.
- D. Escalate to the project sponsor and seek approval for a schedule delay.

## Question #913

Topic 1

During a project kickoff meeting, the client indicates that the benefits of the project will become the most important revenue stream for the company. The client needs to find opportunities to deliver value to their company as soon as possible.

What should the project manager do?

- A. Apply project schedule compression techniques to deliver benefits faster.
- B. Plan project iterations taking into consideration value delivery.
- C. Develop a project management plan to achieve the goals of the project faster.
- D. Align the goals of the project with the revenue goals of the company.

## Question #914

Topic 1

A project manager forms a new virtual project team that will be leading the project subcontractors in various countries. The project manager notices that each of the team members comes from a different culture.

Which action should the project manager take to increase team cohesiveness?

- A. Execute a rotating relocation, where team members spend a certain amount of time in each of the countries.
- B. Empower the team and emphasize the project manager's trust in them.
- C. Arrange a weekly virtual meeting to allow team members to exchange their cultures.
- D. Require each team member to physically attend at least two meetings per year.

## Question #915

Topic 1

A project in the execution phase is part of a large transformation program. The project manager for this project reports to a program manager and also heads the steering committee for this project. A steering committee meeting will be held in the following 2 weeks, during which the approach to measure the schedule performance of the project thus far will be presented.

What should the project manager do in preparation for this meeting?

- A. Prepare to demonstrate the cost-benefit ratio, business value, and return on investment (ROI) as the schedule performance metrics.
- B. Update the cost performance index (CPI) and schedule performance index (SPI) to measure the performance of the project.
- C. Prepare to explain that the schedule performance index (SPI), schedule variance (SV), and other performance metrics are being used.
- D. Inform the program manager that the project is using an agile approach and schedule performance metrics are not applicable.

## Question #916

Topic 1

A project manager is leading a multiyear project. Near the end of the first year, the project manager checks to see if the whole budget allocated for the year will be used. Some features utilizing this year's budget were added later in the year as change requests, but these features will not be ready by the end of the first year.

What should the project manager do?

- A. Ask the team to test partially ready features and check if payment can be authorized with a signed formal acceptance.
- B. Authorize payment for the features ready this year and for the features planned for the following year that are now ready.
- C. Approach the product owner and the financial department to create a new nonbinding contract without fixed deliverables.
- D. Provide an update to the financial department regarding the status of the time line of the project.

## Question #917

Topic 1

A struggling company is executing a critical project. However, due to external environment changes, there is not enough funding to complete the project.

What should the project manager do first?

- A. Reduce the scope of the project to match the available funds.
- B. Park the project until the external environment is favorable.
- C. Ask the project sponsor to look for additional funding.
- D. Assess the impact and evaluate alternatives to accommodate the change.

## Question #918

Topic 1

A project manager is reviewing the documents for closing a phase when the customer calls to say that the project is not generating any value for the company. What should the project manager do?

- A. Wait to close the project until the customer is satisfied.
- B. Validate the project scope, objectives, and outcomes with the customer.
- C. Analyze which activities will generate the most value for the project.
- D. Perform a cost-benefit analysis for the project.

## Question #919

*Topic 1*

As part of project execution, a contractor proposed and conducted site acceptance tests and pre-implementation technical training. However, during the implementation phase, the project manager notes a clear gap in the project team's competence in following the implementation of the technical requirements.

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

- A. Ensured the training conducted by the contractor used standard methods
- B. Reviewed the proposed training with the contractor
- C. Performed a proper training needs assessment
- D. Prepared proper training outcome measurements

## Question #920

*Topic 1*

The project manager received a claim from the client because the outcome delivered is not working properly. The project manager investigated the cause and realized that this deliverable was outsourced to an external provider, and was not made aware.

What primary tool would have helped the project manager identify this situation?

- A. Communications management plan
- B. Scope baseline
- C. Risk register
- D. Stakeholder register

## Question #921

*Topic 1*

A project manager is leading a team that is new to agile. During the kickoff meeting, one team member asks how risks will be managed using agile approaches.

How should the project manager respond?

- A. Risk management is a collaborative effort and will be managed during each iteration.
- B. Risks are managed by the project manager and forecasted at the beginning of each project.
- C. Risks will be managed during a retrospective session with all of the team members.
- D. Risks are managed by the team and they will be analyzed during risk management kickoff.

## Question #922

Topic 1

A project manager is leading a virtual IT project with a remote team. A team member tells the project manager that they do not know if they can finish on time because they are unaware of the other team members' progress.

What can the project manager do to resolve this conflict?

- A. Communicate by email with each team member to assign the tasks.
- B. Host weekly meetings with the entire team to improve communication.
- C. Ask the team that is having the problem to follow the project plan.
- D. Schedule weekly meetings with each team member.

## Question #923

Topic 1

A project lead is managing a construction project in an isolated location. There have been delays due to difficult working conditions, which include team sickness and absences.

How should the project lead manage those issues to get the project back on track?

- A. Ask for additional budget because the project end will be delayed.
- B. Identify the causes of the issues in order to find a suitable solution.
- C. Review the project scope in order to simplify it and shorten project duration.
- D. Ask human resources (HR) to find individuals to replace team members.

## Question #924

Topic 1

A project manager is initiating a project to create a new service that has never been done before in their organization. The project manager is trying to determine what resources are required for their project team but is receiving conflicting resource requirements from the team, sponsor, and key stakeholders.

What should the project manager do next?

- A. Identify the resources that are agreed upon to initiate the project and request additional resources later.
- B. Determine if there is a subject matter expert (SME) who has expertise in the new service to assist with resource requirements.
- C. Evaluate and prioritize the resource requests from the project's key stakeholders.
- D. Evaluate the resource options and propose alternatives to the project team for their approval.

## Question #925

Topic 1

A project manager is working in a constantly changing business environment. In order to address this situation, the project manager has decided to use a collaborative leadership style.

Which landscape describes the project environment?

- A. High accountability, little authority
- B. Good roadmaps, little accountability
- C. Available resources, bad roadmaps
- D. Enough authority, insufficient resources

## Question #926

Topic 1

During project execution, a project manager wants to involve the business lead before the users are involved in the project. However, the business lead is also engaged in another big project and cannot join this project meeting.

What should the project manager do first?

- A. Ask a delegate from the business lead to communicate and handle the transition work.
- B. Summarize the changes and potential user impact in an email and send it to the business lead.
- C. Adjust the project completion date until the business lead is able to engage in the discussion.
- D. Add resources to answer questions that the users and business lead will have during the project.

## Question #927

Topic 1

For the second time in a week, one of the team members failed to deliver their assigned work. As a result, it is impossible for the team to achieve their agreed-upon target.

What should the project manager do?

- A. Insist that the team member maintain the agreed-upon rate of output to maintain the deadline.
- B. Review the project team's performance level and discuss areas for improvement.
- C. Discuss the issue with the team member to identify the root cause and work to resolve it.
- D. Seek a replacement who has the same skillset and availability as the team member.

## Question #928

Topic 1

After releasing the first deliverable of the project, one of the impacted departments refused to use the system because they believe that it adds more work. What could the project manager have done to prevent this?

- A. Deployed a user survey
- B. Reviewed organizational standard policies
- C. Created an escalation plan
- D. Conducted a stakeholder analysis

## Question #929

Topic 1

In the execution phase of a large construction project, the contracted logistic company decided to increase their price as a result of unavailability of shipping containers. What should project manager do?

- A. Assess the impact of the price increase given by the logistic company and follow the contract and global guidelines for this situation.
- B. Agree to absorb the price increase because the unavailability is beyond the control of the logistic company.
- C. Abandon the contract with the logistic company and look for another company that has not increased their prices.
- D. Explain to the logistic company that an increase in price is not acceptable because they signed a contract.

## Question #930

Topic 1

A new project needs to be kicked off in an organization that has regulatory requirements defined in their organizational governance process. How should the project manager define the project governance?

- A. Ask the project management office (PMO) if the regulatory requirements can be ignored.
- B. Update the project governance to include the current regulatory requirements.
- C. Customize all of the regulatory requirements to fit within the specific project governance.
- D. Update some of the regulatory requirements to fit within the project governance.

## Question #931

Topic 1

A project is nearing the completion of a sprint when the product owner announces that a local regulator has banned part of the deliverable. What should the project manager do?

- A. Complete the sprint and seek a waiver from the regulator.
- B. Perform a sprint risk assessment and analyze challenges.
- C. Add more items to the sprint backlog that will add value.
- D. Complete the sprint, but do not release the deliverable.

## Question #932

Topic 1

Three testers joined the project team just before the end of the build. During the project team meeting, the testers indicated that the project quality is poor, and they should not continue testing until all the defects are fixed.

Which three actions should the project manager do? (Choose three.)

- A. Stop the project and review the output.
- B. Ask the testers to provide additional information.
- C. Brainstorm the issue with the project team.
- D. Continue with testing according to the plan.
- E. Ask the sponsor for assistance and guidance.

## Question #933

Topic 1

A project team is finishing a sprint to deliver a key deliverable. The project team tells the project manager that the deliverable does not meet the agreed project standards set out by the customer and insists on reworking the deliverable to meet the standards. This will delay the project by two weeks.

What should the project manager do?

- A. Agree with the team that the best way forward is to improve the quality of the deliverable to meet the standards even if it takes more time.
- B. Let the team rework the deliverable and delay the delivery of the project by two weeks.
- C. Ask the team to move forward with the deliverable with the best possible quality without extending the time.
- D. Meet with the sponsor to highlight the poor quality standards and ask for two weeks of additional time to rework the deliverable.

## Question #934

Topic 1

A project manager noticed that a talented team member remains passive and quiet during project meetings with the larger project team and other stakeholders. The team member interacts with the project manager quite well during one-on-one interactions.

What should the project manager do?

- A. Praise the talkative team members for their input to encourage the quiet team member to speak up.
- B. Encourage the quiet team member to actively participate during the team meetings.
- C. In the larger team meetings, share the feedback given by the quiet team member during their one-on-ones.
- D. Take the laissez-faire approach and give the quiet team member time to work up the courage to speak up.

## Question #935

Topic 1

A customer approaches the product owner with a new requirement and asks for a rough estimation to implement it. The outline of the task would be similar to a prior deliverable.

What should the product owner do to properly inform the customer?

- A. Analyze the current backlog and the backlog refinement to determine a gap for fulfilling the requirement.
- B. Check the work breakdown structure (WBS) and the cost estimation for the similar requirement and provide an estimate for the new requirement.
- C. Revisit the user story of the similar requirement, learn about its story points and velocity, and sketch out the time needed for this requirement.
- D. Refer to the lessons learned register where the experience and effort of former requirements should have been noted.

**Question #936***Topic 1*

An internal process was recently introduced by the management team. The new process, however, has not added much value and is impacting the project's deliverables.

What should the project manager do?

- A. Allocate one team member who can focus only on process adherence.
- B. Ensure that the team implements the process without delays in deliverables.
- C. Discuss this with the team and convince them to continue with the process.
- D. Negotiate with management and get the required process changed.

**Question #937***Topic 1*

A project lead is managing a project in the execution phase. A new product owner was assigned and the project lead had their first meeting with the new product owner. During the meeting, the new product owner indicated the scope of the first release needs to be changed.

What should the project lead ask the product owner to do first?

- A. Create new backlog items and discuss them in the next sprint retrospective.
- B. Create new backlog items and discuss them in the next sprint planning.
- C. Review the new backlog items and discuss them in the next standup.
- D. Review the priorities of the existing backlog items included in the release.

**Question #938***Topic 1*

A project manager is working on an international effort that involves a project team located on four different continents. The project team is extremely proud of the progress they have made on a recent iteration of the project. However, senior stakeholders unfamiliar with the project's progress are concerned that the project may be unsuccessful.

What should the project manager do to help mitigate the stakeholders' concerns?

- A. Create and send out a high-level progress summary to all stakeholders that has been approved by the program manager.
- B. Setup an in-person status meeting so stakeholders can speak with the project team about their project concerns.
- C. Setup a virtual meeting with the stakeholders to discuss concerns and provide regular progress updates every 2 weeks.
- D. Ask key developers to identify the most important risks and what the project team is doing to address those risks for the stakeholders.

## Question #939

Topic 1

During user acceptance testing, a project sponsor asks the project manager to add a couple of features. To meet the firm go-live date, the project team will need to work overtime.

What should the project manager do?

- A. Submit an emergency change request and assign tasks to the team.
- B. Request approval for overtime and a bonus to deliver on time.
- C. Inform the sponsor that the project team cannot commit to more work.
- D. Consult with the project team and provide options to the sponsor.

## Question #940

Topic 1

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

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

## Question #941

Topic 1

A project team is working remotely on a project with tight deadlines. In the middle of the project, a team member is replaced with an individual who is new to the company. The document repository is available to review, but since the project is quite complex it could take time to understand the details related to the new team member's responsibilities.

What should the project manager do?

- A. Assign tasks and provide contacts so the new team member can contact the appropriate resources for support.
- B. Ask the new team member to review the repository and schedule a meeting to provide details and tasks.
- C. Organize a social event to introduce the new team member to key stakeholders and the project team.
- D. Introduce the new team member to the project team and provide an explanation of the key themes.

## Question #942

Topic 1

A project manager is managing a project in a fast-paced environment. The project manager needs to empower the team to collaborate toward an expected outcome and enable high-team performance. The CEO has suggested that the project manager apply a servant leadership style.

What should the project manager do to demonstrate the capabilities of a servant leader?

- A. Create an environment where all team members compete to achieve the desired results.
- B. Encourage all team members to develop the perfect plan to achieve the desired results.
- C. Assess the business case and define the project priorities to motivate all team members.
- D. Define the project's objectives and create an environment where all team members can succeed in achieving them.

## Question #943

Topic 1

There is an upcoming merger between a functional organization and an agile organization. The merger has necessitated that team members from both organizations brainstorm the effect this merger will have on critical compliance standards and the previous regulations for a project.

What should the project manager do in order to achieve this objective?

- A. Hold a joint meeting with both organizations, determine an engagement method, and then brainstorm.
- B. Schedule separate breakaway sessions for each organization to brainstorm and share ideas.
- C. Hold separate meetings for each organization, determine an engagement method, and then brainstorm.
- D. Bring a team of experts to brainstorm and agree on the next course of action for the organizations.

## Question #944

Topic 1

A project manager is leading a project in which the product requirements have not been fully met due to several uncertainties about customer acceptance. What should the project manager do?

- A. Gather a reduced number of approved requirements and add some extra features to fulfill the product specifications.
- B. Gather enough requirements to produce a minimum viable product (MVP) with which to evaluate customer acceptance.
- C. Stop all project activities until all requirements are set up front by the project sponsor and the key stakeholders.
- D. Ask team members to research and collect data about the best features offered by similar products in the market.

## Question #945

Topic 1

An organization is using a hybrid delivery approach for a complex project. In the iteration review, a subject matter expert (SME) informed the team that new legislation will be published in a few months.

What should the project manager do?

- A. Ask the SME to provide details after the retrospective.
- B. Discuss the change in the next sprint planning.
- C. Discuss the change in the next release planning.
- D. Ask the SME to provide details in the next daily standup.

**Question #946***Topic 1*

During a risk management meeting, most of the project team members use a computer to iterate the quantitative risk analysis model numerous times. There will be a cumulative probability distribution (S-curve) representing the probability of achieving any particular outcome.

Which method should the project manager use to assess and manage project risks?

- A. Influence diagrams
- B. Sensitivity analysis
- C. Decision tree analysis
- D. Monte Carlo analysis

**Question #947***Topic 1*

A key project team member had an accident and will be in the hospital for at least two months. The backlog items the team member was working on have been delayed since the team member was the only person who knew how to complete them.

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

- A. Identified this risk and defined a risk response plan
- B. Assigned the backlog items to at least two of the team members
- C. Developed a knowledge transfer plan
- D. Reserved a contingency budget for external consultants

**Question #948***Topic 1*

A development team member learned that one of the product features delivered in the last sprint would have greater business value if a small enhancement was made to the feature.

What should the project manager do next?

- A. Conduct another sprint planning meeting and add the necessary story.
- B. Discuss this feature in the next sprint planning meeting.
- C. Discuss this feature during the upcoming retrospective meeting.
- D. Advise the team member to better prepare before sprint planning.

**Question #949***Topic 1*

Based on a new company policy, an aviation software project has been structured to use an agile approach. The project is subject to industry regulations, which require detailed tracking and archival of product changes.

What should the project manager use to understand the impact of compliance on this project?

- A. User stories and release plan
- B. Product backlog and definition of done (DoD)
- C. Scope of work and product backlog
- D. Sprint retrospective and release plan

**Question #950***Topic 1*

A project manager is leading a program execution and has challenges, because a project team waits for every decision to be made by the project manager. The progress of the team is slow because the project manager is the bottleneck. Upon assessing the situation, the project manager realized that the team members can handle the work on their own.

What should the project manager do?

- A. Raise a resource request to get complimentary training for the project manager and team members.
- B. Escalate the situation to the resource manager to ensure the team makes their own decisions.
- C. Gather feedback from all team members and define a process to handle the team requests.
- D. Revise the roles and responsibilities and empower the team to make their own decisions.

**Question #951***Topic 1*

A company is going through a large cost-cutting initiative. Senior management requests a report on the work remaining for outstanding projects.

Which tool should the project manager use for this purpose?

- A. Forecast estimation
- B. Earned value (EV)
- C. Cumulative flow diagram
- D. Burndown chart

## Question #952

Topic 1

A project manager has recently been asked to take over an existing project that is halfway through execution. The project sponsor asked the project manager to ensure that the work carried out and the product being created do not deviate from the prescribed business value.

What should the project manager do to achieve this goal?

- A. Review the requirements management plan.
- B. Monitor the work breakdown structure (WBS).
- C. Carry out quality audits and failure analyses.
- D. Review the benefits realization plan.

## Question #953

Topic 1

A project team is working together on a computer relocation project, and all of the team members are experienced with relocation. There are many ideas being shared during the team meeting, and too many ideas result in the team being unable to conclude the relocation approach.

What should the project manager do?

- A. Employ a consulting company to offer best practice solutions.
- B. Seek management's decision for the best relocation approach.
- C. Empower the team members to make decision themselves.
- D. Help the project team create consensus around the solutions.

## Question #954

Topic 1

An organization is going through a transformation, migrating most of its projects from a predictive to an agile approach. The marketing VP, who is also a key stakeholder, expressed a concern about losing control of the features that will be implemented in the product lines.

What should the project manager responsible for this project do?

- A. Email the marketing VP with a cost-benefit analysis of the new model, detailing how the company will improve its products.
- B. Schedule a meeting with the marketing VP to discuss and clarify the benefits of using an agile approach.
- C. Apply influence with other key stakeholders to mitigate risks that may be generated by the marketing VP.
- D. Review the issue with the marketing VP and request additional project funding for team training.

## Question #955

Topic 1

To limit the amount of time and cost of using a contract programming firm, a product manager announces that the developers will not be paid for unrequested embellishments to the product. What can the development team and scrum master do to ensure they are paid for all their work?

- A. Convert the story points on user stories to hours to provide estimates of the potential costs to the product manager.
- B. Have the product manager work with the scrum master to assign specialists to user stories to meet the requirement.
- C. Ensure that the task board is used as an information radiator and all stories have enough detail to build the required feature or function.
- D. Refine the definition of done (DoD) for user stories to ensure that part of the completion is a verification review of the code.

## Question #956

Topic 1

A project has completed the first phase. During the lessons learned meeting, the project manager reported that the project was successful because it was on time, on budget, and on scope. The sponsor objected and said that other project benefits, such as cost reduction of the product and system response time, were not achieved.

What may have caused this situation?

- A. The change control plan was not followed by the project manager.
- B. The acceptance criteria were not accurately defined.
- C. The items did not appear in the project management plan.
- D. The benefits should have been managed at the organizational level.

## Question #957

Topic 1

Due to price inflation, an agile project manager has identified that the available project funding will not be enough to bring on an additional team member for the upcoming iterations as initially planned. The project budget and release deadlines are tight. The existing cross-functional team is experienced.

What is the first approach the project manager should take?

- A. Ask the business stakeholders to reduce the number of features required for the product.
- B. Delay the hiring of the additional resource until market conditions are favorable to work within project requirements.
- C. Ask the functional managers to source a less experienced and less expensive team member for the project.
- D. Request the current team to analyze the work planned for the additional resource.

## Question #958

Topic 1

A project team is transitioning to agile delivery. The team uses a Kanban board to track progress. In the daily meetings, the team members have been reporting good progress. However, the cards on the board are not progressing toward "done."

What should the project manager do?

- A. Ask each team member to include the completion date on their cards.
- B. Remind the team that self-organized teams are accountable for project progress.
- C. Cancel the daily meetings and organize weekly project team meetings.
- D. Ask the development lead to indicate low performers after the daily meeting.

## Question #959

Topic 1

A sponsor requires that the established quality standards for the project be met. As a result, the sponsor asks the project manager for stable measures to ensure that the quality is met.

Which three actions should the project manager do? (Choose three.)

- A. Identify in the iteration planning the acceptance criteria that meet quality standards.
- B. Identify the acceptance criteria during the retrospective that meet the quality standards.
- C. Analyze the lessons learned to determine appropriate testing metrics in quality standards.
- D. Incorporate performance metrics on the verified deliverables according to quality standards.
- E. Perform a risk analysis to determine the impact of not complying with quality standards.

## Question #960

Topic 1

The project team has onboarded members from all over the world and will now work virtually to create project deliverables. There are both language and time zone challenges with this project team, but each team member is an expert in their trade.

What should the project manager do first to address the challenges?

- A. Schedule meetings at a time when all members can attend based on the time zones.
- B. Engage with human resources (HR) to determine if some team members may be relocated.
- C. Review the communications management plan to assign resources for a facilitator.
- D. Investigate alternatives for virtual meeting times and written communication methods.

## Question #961

Topic 1

During the initiation phase, a sponsor recommends that all team members should be colocated. Some of the team members need a significant amount of time to commute, and there is no office space available.

What should the project manager do?

- A. Log this as a risk, since colocating the team will require additional costs.
- B. Colocate the project team because that is what the sponsor requested.
- C. Assess the business benefits of a colocated project team.
- D. Colocate the project team because it will increase efficiency.

## Question #962

Topic 1

An organizational policy requires project managers to carry out two audits per month: one for their own project and one for another project manager's project. After a recent audit review, team members suggested that it is not fair to have their deliverables audited by a peer.

What should the project manager do to avoid this situation?

- A. Ask the organization to remind staff that audits are a requirement.
- B. Use casual meetings instead of audits.
- C. Complete the audits less frequently.
- D. Set up an audit policy in the scope management plan.

## Question #963

Topic 1

A project manager is happy to have a motivated, highly talented team working together in a cheerful atmosphere. However, many members of the team are distracted by their telephones during meetings, show up late, or interrupt one another by telling jokes.

What should the project manager do first?

- A. Incentivize the team members with a monetary punctuality reward.
- B. Speak separately to the team members causing the disruptions.
- C. Remind the team of the ground rules in the next meeting.
- D. Ask the team to discuss frustrating meeting experiences from past projects.

## Question #964

Topic 1

A new quality report was distributed to stakeholders after the sponsor approved it. A senior manager requests changing the colors and sizes of some of the graphs included in the report.

What should the project manager do?

- A. Reject the change as the report was approved previously.
- B. Incorporate the change in a future report.
- C. Ask the team to make the manager's requested changes.
- D. Advise the manager to raise a change request.

## Question #965

Topic 1

During a planning session, the development team and the product owner are arguing about the effort needed to deliver a specific feature in a software development project. The product owner says that the feature can be developed in one week, whereas the team estimates that it will take at least two weeks. After several hours of discussion, they have not reached an agreement.

What should the project lead do?

- A. Decide what should be the time estimate and proceed with the planning meeting.
- B. Educate the product owner that the project team members are the most appropriate group for assessing the effort.
- C. Ask the project team to accept the shorter estimate as it is important to keep a good relationship with the product owner.
- D. Communicate to the stakeholders that the project has to be delayed for two weeks.

## Question #966

Topic 1

There are two interdependent projects: the first project is in execution, and the second one is about to be deployed. The first project has been delayed, which is now affecting the second project due to the sharing of resources.

What should the project manager do in this situation?

- A. Ask for written commitment from the team manager assuring the deployment team can work on only one of the projects.
- B. Assess the issue with the deployment resources' availability and define a plan to deploy extra resources to the deployment team.
- C. Organize a meeting with the deployment team and explain that, due to a resource shortage, the project will be delayed.
- D. Ask the procurement team to solicit offers from external providers in order to replace the internal resources for the deployment.

## Question #967

Topic 1

In the initial project meeting, a stakeholder presents a complaint about the validity of the project. The complaint occurs after the stakeholder discovers that the project will not deliver the objectives they expected and will have a higher cost.

How should the project manager handle the complaint?

- A. Highlight the reasons for the project cost increase and negotiate with the providers to reduce the cost.
- B. Use management skills to convince the stakeholder in agreeing to the project cost.
- C. Delay discussions with the stakeholder and request a revision of the project with the sponsors.
- D. Reinforce the importance of the project mission and the overall vision of the work to be performed.

**Question #968***Topic 1*

At the beginning of a project, a project manager is asked to provide human resources (HR) with an evaluation of every team member's performance. This evaluation will be delivered at the end of the project.

How should the project manager approach this request?

- A. Establish a set of objective and measurable performance indicators for evaluating team members and share it with the team.
- B. Meet with HR at the end of the project and provide a confidential evaluation of every team member's performance.
- C. Ask the project team how they would prefer to be evaluated and use those criteria to share results with HR.
- D. Evaluate the project team members' performance based on whether the completed project fulfills its intended objectives.

**Question #969***Topic 1*

A customer asks the project manager to complete a project 10 days earlier than planned due to marketing constraints. After discussing this request with the project team, the project manager concludes that this can be achieved if a few activities can be overlapped.

Which approach should the project manager take?

- A. Fast-track the activities based on limitations and dependencies.
- B. Release the minimum viable product (MVP) earlier and enhance it in the next iteration.
- C. Review the schedule and perform resource leveling.
- D. Add subject matter experts (SMEs) to perform the project activities in parallel.

**Question #970***Topic 1*

A project has come to a halt. What should the project manager do to get the project back on track?

- A. Review the status of each blocker at the daily standup meeting.
- B. Create a Kanban board that describes each blocker.
- C. Create a radiator that places the blockers in a tabular format.
- D. Engage with the project team to understand the blockers.

**Question #971***Topic 1*

A project manager regularly sends out project progress reports. However, there have been a few complaints from stakeholders who expressed that the communication does not meet their needs.

What should the project manager do?

- A. Communicate the project details to the stakeholders.
- B. Introduce a separate stakeholder engagement meeting.
- C. Analyze the communication needs of the stakeholders.
- D. Communicate progress more frequently to the stakeholders.

## Question #972

Topic 1

A project manager has been keeping track of impediments that have been discussed with the team in daily meetings. The risk register continues to grow, and only a few impediments have been mitigated.

What should the project manager do?

- A. Identify any critical impediments that may affect the project.
- B. Ask the project team to resolve the impediments.
- C. Stop development until all impediments are resolved.
- D. Discuss how to remove the impediments with the sponsor.

## Question #973

Topic 1

Two project managers are working on separate projects that have identified the same subject matter expert (SME) as critical to their projects. Project A is using a predictive approach and Project B is using an agile approach.

Which project should the SME be allocated to?

- A. The project with the less experienced project manager to improve the likelihood of success.
- B. The project with the highest score in the program to improve the likelihood of success.
- C. Project A, because project planning was based on the assumption that the SME would be available.
- D. Project B, because success in an agile project is determined by technical excellence.

## Question #974

Topic 1

During the initial stage of a project, the team estimated activities for the next iteration in story points. It was agreed that each story point would be assumed to be equal to one day of effort during project execution. There are some activities estimated as two story points and others estimated as 100 story points.

What should the project manager ask the team to do next?

- A. Negotiate the estimation so it gets smaller.
- B. Break down the larger activities into smaller ones.
- C. Resize the story points.
- D. Execute the smaller estimated activities.

**Question #975***Topic 1*

Before a daily standup, a team member informed the project manager that they have accepted a job offer at another company. The team member explains that they plan to present their resignation to the functional manager.

What should the project manager do next?

- A. Contact the product owner and review the current sprint backlog.
- B. Communicate to the team members at the daily standup.
- C. Alert the functional manager about possible delivery delays.
- D. Contact the functional manager and develop a mitigation strategy.

**Question #976***Topic 1*

A few stakeholders missed the session that was conducted to validate project alignment with organizational strategy and expected business value. For this reason, their inputs were not collected. This is the root cause of some conflicts in the decision-making process.

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

- A. Recognize and understand the conflict.
- B. Reschedule the session.
- C. Apply risk assessment techniques.
- D. List alternative courses of action.

**Question #977***Topic 1*

A software delivery project began having technical impediments. The issue may cause a delay of the deliverables. The technical service team has been working on the issue, but the issue is unresolved even after 1 week of maintenance.

What should the senior project manager do now?

- A. Send a gentle reminder to the technical service team.
- B. Use interpersonal skills to expedite the issue.
- C. Update the issue log with the status and priority.
- D. Issue a formal warning to the technical service team.

## Question #978

Topic 1

A company has undertaken a large transformation project in preparation for the changing economy. During the planning of the transformation project, the key resource from human resources (HR) refuses to approve the proposed project plan.

What should the project manager do to gain an understanding of the cause for the resource's refusal?

- A. Speak with their colleague.
- B. Communicate with their supervisor.
- C. Speak directly with the resource.
- D. Organize a team meeting.

## Question #979

Topic 1

An iteration is almost finished, but the team is struggling to complete the stories that require more time. What should the project manager do first?

- A. Meet with the project team to develop a proper resolution to the issue.
- B. Request approval from the project sponsor to add more resources
- C. Prepare documentation to explain the issue and communicate accordingly.
- D. Update the project artifacts to reflect the new deadlines reported.

## Question #980

Topic 1

A project manager for an application development firm is meeting with stakeholders prior to the launch of the latest release of the company's most profitable application. The stakeholder mentions the following key points:

- A major corporate rebrand was scheduled to occur with this launch, but the rebrand has been delayed by 3 weeks.
- Development processing improvements will be ready in 4 weeks.
- The company is preselling the updated product with a release date of next week.

Which action should the project manager recommend to the sponsor?

- A. Have the sales team reach out to customers to communicate that the product release is being delayed.
- B. Suspend the release of the product until the marketing delay has been resolved.
- C. Delay the rebranding and release the product now to address the realized improvements and meet the sales commitments
- D. Postpone the product release until the processing improvement delay has been resolved

## Question #981

Topic 1

A virtual team has disagreements about the client's requirements. Although the requirements are written, the language seems ambiguous for some of the team members who are working abroad. The local team members argue that the language is clear, but that there is a lack of competence from the international team members.

Which two actions should the project manager take? (Choose two.)

- A. Assign projects with local clients to the local project team members.
- B. Train all project team members to recognize and discuss cultural differences
- C. Ensure that local team members explain the requirements to the international team members
- D. Provide training to international team members to ensure their understanding of the requirements.
- E. Address the language ambiguity in the requirements to ensure all team members understand them

## Question #982

Topic 1

A project manager is managing a technical project that requires intensive documentation as part of the key deliverables. In a project review meeting, a key stakeholder reports that the latest documentation provided by the project manager includes a reference to unrelated products.

What should the project manager do?

- A. Assign a technical writer to the project.
- B. Develop a standard for document quality control.
- C. Ask the project management office (PMO) to support and review all deliverables.
- D. Log the issue in the risk register and the issue log.

## Question #983

Topic 1

A project manager is about to start a large-scale project with unclear requirements, a fixed deadline, and a fixed budget. The client is unable to provide a product owner, as they do not have enough capacity and they want to be involved only a few times during the project.

How should the project manager plan and manage the project?

- A. Convince the client that a product owner is needed, as the project manager is not able to run an agile project without all the relevant roles in place.
- B. Define the project's requirements, prepare a long-term detailed plan, and manage the project according to it.
- C. Agree up front on a minimum viable product (MVP), establish deadlines for review, and run the project with a backlog and weekly sprints.
- D. Refuse to manage the project as there is too much risk in developing this kind of project without a product owner.

**Question #984***Topic 1*

A client has asked the project manager for the program status report. The project manager sends the report and then realizes that they accidentally included another manager from the client's organization on the email.

What should the project manager do?

- A. Contact the other manager and ask them to delete the email.
- B. Inform the client and their supervisor about the mistake.
- C. Wait for the client's feedback regarding the report.
- D. Resend the email to the client, excluding the other manager.

**Question #985***Topic 1*

During a project's closing phase, the project manager identified that the client did not use one particular service. The client then asks the project manager to informally extend the service beyond the contract end date. The contract is clear about the expiration of the service.

How should the project manager address this situation in order to close the project?

- A. Escalate the request to the functional manager to approve the additional service hours.
- B. Issue a change request and activate the formal change control process to address the situation.
- C. Accept the client's proposal to use the service until the additional hours are exhausted.
- D. Deny the request and include it in lessons learned documentation for the next contract renewal.

**Question #986***Topic 1*

A project manager has been approached by the project sponsor about adding to the project scope. How should the project manager accommodate this request?

- A. Disregard the request since the project scope is finalized
- B. Adjust the project schedule to accommodate the new project scope requests.
- C. Create a change request for the change control board (CCB) to review.
- D. Update the project team about the change request.

**Question #987***Topic 1*

A project manager acquired information from the market that would reduce the business value being delivered by an ongoing project. Based on that information, the project manager believes the project should be stopped.

How should the project manager handle the situation?

- A. Have a discussion with the project sponsor and cancel the project.
- B. Remove the items no longer applicable from the backlog and present the backlog to the project team.
- C. Continue working on the defined scope and review the risk matrix.
- D. Have a discussion with the sponsor and recommend the project business value be reassessed.

## Question #988

Topic 1

A project manager is executing a commercial building project. The project manager discovers that the required building permits have not been obtained. Obtaining the permits will delay the project by 1 month and will cost the project US\$35,000. The fine associated with continuing to build without the permits is US\$1,000 per day.

What should the project manager do first?

- A. Continue the project while trying to obtain the permit.
- B. Update the risk management plan.
- C. Review lessons learned from previous projects.
- D. Obtain the permits before continuing the build.

## Question #989

Topic 1

A project delivers every 2 weeks. The customer raises a complaint because they do not perceive business value in the products delivered even though deliveries have been completed in a timely manner.

Which activity should the project manager undertake?

- A. Change the delivery project approach.
- B. Review the risk analysis.
- C. Perform a cost-benefit analysis.
- D. Review the definition for the minimum viable product (MVP).

## Question #990

Topic 1

A project sponsor has requested that the project manager reprioritize the team's tasks to include a feature that is not part of the minimum viable product (MVP) for the project. Although the project sponsor is very keen on the feature, adding it has the potential of causing team burnout and/or delaying the release.

How should the project manager address this situation?

- A. Ensure the feature has been included in the product backlog, explain to the sponsor the consequences of the request, and ask the team to include the feature's tasks in the next iteration
- B. Ensure the feature is included in the iteration backlog, ask the team to work on the current tasks first, and include the new tasks after those tasks are completed
- C. Ensure the feature has been included in the product backlog, then hold a meeting with the team and sponsor to determine how to deliver the feature within the current iteration
- D. Ensure the feature's tasks are included in the iteration backlog. explain to the sponsor the consequences of the request. and ask the team to deliver the feature in the current iteration

## Question #991

*Topic 1*

Due to a recent company merger, a project manager from company B has been assigned to a team that is comprised of team members from company A. At the start of the project, conflicts arise due to a lack of clarity on processes and the project manager's relationship with company B.

What should the project manager do to resolve this conflict?

- A. Work with the team to analyze which processes are suitable to use and define them in the ground rules.
- B. Review the historical information and make the decision based on the return on investment (ROI).
- C. Avoid the conflict as the customer feels comfortable with using processes from company A.
- D. Ask the team to use company B's processes since they are more familiar with these processes.

## Question #992

*Topic 1*

A project manager has received a new request to integrate more features to a product. The team is fully allocated, and there is no budget to acquire new resources

What strategy should the project manager implement to deal with this situation?

- A. Discuss the problem with the team and decide how to do the work together.
- B. Ask the team to accelerate the iterations and avoid interruptions.
- C. Recommend that the project sponsor increases the budget to bring new resources.
- D. Verify team performance and ask for improvement during daily standup meetings.

## Question #993

*Topic 1*

A compliance strategy was created during the planning phase of a project. During execution, the project manager left the organization and another project manager was assigned to the team.

What should the project manager do first to ensure the project is compliant?

- A. Review the organizational process assets (OPAs) for compliance topics.
- B. Meet with the team to discuss compliance concerns.
- C. Review the compliance strategy and version history.
- D. Meet with the project sponsor to discuss their compliance concerns.

**Question #994***Topic 1*

During project execution, the client requires several changes that will impact the project's duration. The project manager needs to apply fast-tracking techniques to accelerate the schedule, but the team is concerned about working overtime.

What should the project manager do to motivate the team?

- A. Negotiate with the client to reduce the changes in requirements.
- B. Crash the project schedule to ensure completion on time.
- C. Introduce team-building activities to improve team performance.
- D. Meet with the team members to review their roles and responsibilities.

**Question #995***Topic 1*

A project manager has been running an agile project for 6 months and has been reporting that the project is on track every week. However, on the last week before releasing the final product, the team found a technical impediment that put the project delivery in jeopardy overnight.

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

- A. Considered historical data from previous projects with similar impediments to help identify the possible solutions
- B. Sought and implemented alternative ways to track progress and impediments to identify potential threats
- C. Provided technical training to the team in advance to ensure the team had high-level technical skills
- D. Developed a risk response plan that would have provided options and strategies regarding project risk exposure

**Question #996***Topic 1*

A multimillion-dollar project has started and is in the execution phase. A local regulatory authority has just announced changes to the requirements that will need to be implemented in 6 months, prior to completing the project execution phase.

What should the project manager do next?

- A. Review the new requirements with the compliance department to determine if a change request is needed
- B. Proceed with the defined project requirements and delay implementing the new requirements
- C. Add the new requirements to the project scope immediately since they are mandatory changes
- D. Ignore the new requirements as the current budget and schedule do not allow for any changes

**Question #997***Topic 1*

A project sponsor has requested a trend analysis of all risks that the project has monitored over the past 12 months. What should the agile project manager do?

- A. Extract this from the project risk register tracking tool and issues log
- B. Refer the sponsor to the contract document
- C. Organize a stakeholder meeting to brainstorm on general project risks
- D. Share the annual report with the sponsor

## Question #998

*Topic 1*

A construction project to build a fish hatchery is in execution. The operations group notified the project manager about a concern that might turn into a potential issue; however, the concern could not be addressed.

In which project document should the project manager record the concern?

- A. Request for information
- B. Scope statement
- C. Risk register
- D. Issue log

## Question #999

*Topic 1*

A hybrid project is experiencing several issues with both the agile delivery of the product as well as the predictive development of a marketing strategy. What should the project manager do to receive feedback from stakeholders located in different time zones?

- A. Send an email to all stakeholders.
- B. Refer to the stakeholder engagement plan.
- C. Set up a conference call for all stakeholders.
- D. Refer to the communications management plan.

## Question #1000

*Topic 1*

A project team is in the planning phase of a product migration project. The project manager schedules a meeting with the project team, telecommunications team, and the department leaders with group product accounts. The purpose of the meeting is to determine the project timeline based on how much content needs to be transferred to or created in the new system and the processing procedures and time frames.

Who should the project manager also invite to the meeting?

- A. Representative from the provisioning team
- B. Representative from the network team
- C. Representative from the reimbursement team
- D. Representative from the service desk team

## Question #1001

Topic 1

A project sponsor is promoting the use of a new technology that has not yet been approved. The technology guarantees cost savings and a delivery ahead of schedule. However, the operational support at project completion is uncertain as the service organization expressed an inability to provide support without approval of the new technology.

What should the project manager do to resolve the conflict?

- A. Seek to understand the project stakeholders' needs in an effort to support the new technology.
- B. Communicate the project's progress to the stakeholders and promote the new technology.
- C. Maintain and adhere to project plans to ensure the project delivers successful outcomes.
- D. Acknowledge the lack of approval and focus on a resolution that will benefit the customer.

## Question #1002

Topic 1

A project manager is assigned to a project. There was a lot of conflict regarding the status of the project and compliance with international regulations. During a regular meeting, the sponsor wanted to know how frequently the risks are being reviewed.

Which document project manager should check first?

- A. Risk management plan
- B. Risk register
- C. Issue log
- D. Risk report

## Question #1003

Topic 1

A project manager has been hired to lead a governance consulting project that is in the initial phase. The project manager has been assigned to evaluate the supplier search activity. There are many interested candidates, including former suppliers and suppliers recommended by the sponsor.

What should the project manager do in this situation?

- A. Evaluate suppliers who have worked successfully with the company before
- B. Request the contracting area take charge of the supplier evaluation process
- C. Prioritize evaluation of the suppliers recommended by the sponsor
- D. Evaluate the suppliers based on their experience and skills in similar projects

## Question #1004

*Topic 1*

A transportation company is developing a new tool to improve their delivery process. As project development for sprint two began, the executive steering committee made a request to include a new capability to perform a what-if analysis in the tool based on the customer demand and forecast.

What should the project manager do next?

- A. Revise the project schedule and budget based on the additional scope, and review with the team.
- B. Include the new capability to the product backlog and continue activities based on the current plan.
- C. Perform an impact analysis on the schedule and budget based on the additional scope.
- D. Analyze and negotiate with the executive steering committee regarding this new request.

## Question #1005

*Topic 1*

A company initiated a project to introduce a new product to the market. The product must undergo the industry's regulatory process prior to approval and launch. However, the company sees a great demand for this product and wants it to launch as soon as possible.

What should the project manager do to realize this opportunity?

- A. Communicate with the industry's regulatory authority to grant the company an exception.
- B. Hire a third party who is an expert on the industry's regulations to work out the details.
- C. Escalate the issue to the company's CEO who has experience with the regulations.
- D. Comply with the regulatory requirements and work to compress the project schedule.

## Question #1006

*Topic 1*

Product implementation portions of a project are nearing completion. The project manager schedules a series of meetings to meet with the marketing management team. During the meeting, the marketing manager tells the project manager that some key members of the department will not be available to work on the implementation for the next 3 months.

What should the project manager do?

- A. Shift those key members and assign them to another project.
- B. Cancel the meeting series until the marketing team provides a solution.
- C. Consult the project team and discuss the key team members' availability.
- D. Consult the resource management plan and escalate to the sponsor.

## Question #1007

Topic 1

At a daily standup on the second day of the sprint, the product owner asks one of the developers to add more functionality to a product backlog item that was committed to in the sprint planning. The product owner explains that the change is based on a discussion they had with a user, is critical, and should be delivered in the next release.

What should the project manager do?

- A. Ask the product owner to provide more details in the standup.
- B. Organize a workshop after the standup to assess the impact.
- C. Prepare a budget change request for additional resources.
- D. Create a new product backlog item for the next sprint planning.

## Question #1008

Topic 1

A product owner is trying to understand how many of the user stories have been completed within a 2-week sprint. How should the project manager approach this situation?

- A. Use retrospectives to deliver the finished products.
- B. Invite the product owner to regular standup meetings.
- C. Have a face-to-face conversation with the product owner.
- D. Share the burndown chart with the product owner.

## Question #1009

Topic 1

A project manager is part of a cross-functional agile team. Throughout the project, it has become obvious that team members from different functional units have different perspectives of what the outcome should be.

What should the project manager do to resolve this?

- A. Check to ensure the project outcome aligns with the project charter and statement of work (SOW).
- B. Invite the project sponsor to the sprint review to provide clarity on the sprint outcome.
- C. Ask the product owner to address the concerns about the project outcome during the sprint retrospective.
- D. Schedule a meeting with the stakeholders to determine a consensus regarding the outcome.

## Question #1010

## Topic 1

A project presently in the testing stage is nearing the closing phase, which will transition the completed project to the company's operations support team. However, many new members have just been added to the operations support team who are not familiar with the project and the project's acceptance is now at risk.

What should the project manager do to mitigate this transition risk?

- A. Request the steering committee to reevaluate the feasibility of transitioning and closing the project given the personnel changes on the operations support team.
- B. Request the steering committee to train only the selected operations team members who are familiar with the project and then train the new team members separately.
- C. Request the steering committee to exclude the new team members during the transition and train the new members after the planned transition is completed
- D. Request the steering committee to authorize an early project deployment (i.e., a "beta" transition release) and engage the operations support team in the early release.

## Question #1011

## Topic 1

A project manager is working on a project to scale an operation globally. This endeavor required multiple interviews with various stakeholders. During the user story creation phase, the product owner met with multiple stakeholders who had different opinions about the requirements.

How should the project manager address this situation?

- A. Ask the product owner to create the backlog.
- B. Use a voting system for stakeholders.
- C. Perform a stakeholder identification analysis.
- D. Limit the participation from stakeholders.

## Question #1012

## Topic 1

A project manager learns that the performance of a high-performing project team member is deteriorating. This team member is a key member of the project.

Which action should the project manager take to motivate and enhance the project team member's performance?

- A. Assign the project team member to more challenging tasks.
- B. Recognize the project team member in a leadership forum.
- C. Mentor the project team member by providing step-by-step guidance.
- D. Discuss the issue with the team member and work on an agreed option.

## Question #1013

Topic 1

A project is being planned to deliver a proof of concept to evaluate technology compatibilities. The business and project stakeholders are having difficulty agreeing on what should be included in the final product.

What should the project manager do?

- A. Include all stakeholders in the creation of the project charter.
- B. Determine a clear distinction between business and technology benefits.
- C. Include the technology suppliers in the creation of the business case.
- D. Determine the root cause of their inability to determine the project scope.

## Question #1014

Topic 1

Some project teams are voicing frustration because of conflicting priorities between agile and predictive work in a complex project. Which leadership style would effectively promote collaboration across the project teams?

- A. Directive leadership
- B. Servant leadership
- C. Delegative leadership
- D. Leadership by example

## Question #1015

Topic 1

A customer asks the project manager about opportunities to create business value. What should the project manager do first in order to provide the customer with an appropriate response?

- A. Meet with the sponsor to review the business case.
- B. Examine the business value throughout the project.
- C. Meet with the product owner to review the backlog.
- D. Ask the team to organize a spike to identify more value.

## Question #1016

Topic 1

An agile project team is creating an enterprise workflow system for a company. One of the project team members, who is the system design architect, keeps receiving telephone calls from the users who are asking questions about the system. The calls are impacting the architect's daily work schedule.

What should the project manager do?

- A. Ask the users to send emails instead of calling so that the system architect can reply when they are available.
- B. Ask the system architect to write up a self-help manual so that the users can resolve the questions by themselves.
- C. Revise the backlog and assign stories to another team member to reduce the architect's workload.
- D. Include user training materials as part of the project deliverables so that users can receive self-help.

## Question #1017

*Topic 1*

A project manager has recently taken over a project and notices that a client team member often halts progress due to a lack of understanding of some project elements. The former project manager gave the new project manager a complete list of people to communicate with, and this client team member is not on it.

What should the project manager do?

- A. Submit a change request to cover extra hours associated with project meetings
- B. Update the communications matrix to ensure that client team member is included
- C. Speak with the client team member about the continuous delays during project meetings.
- D. Increase the project meeting frequency and duration to allow for the extra work required

## Question #1018

*Topic 1*

A new project manager is assigned to an ongoing agile innovation project that started 2 weeks ago. After reviewing the project, the new project manager discovered that the previous project manager was planning to use a predictive approach. The previous project manager planned to present the first major deliverable to the client when the project was completely finished in 8 months.

What should the new project manager do?

- A. Use a hybrid approach in which agile practices are used but the value is provided to the client at the end of the project.
- B. Continue working with the predictive approach to deliver the value at the end of the project.
- C. Submit a change request to the project board to adjust the delivery date to 2 months earlier than planned.
- D. Meet with the team to review the backlog and create small iterations that can deliver incremental value to the client.

## Question #1019

*Topic 1*

An organization is using a hybrid delivery approach for a complex project. In the iteration review, a senior manager is asking for a complete redesign of the functionality presented. This may require a significant change in the technical architecture and an additional release.

What should the project lead do first?

- A. Discuss with the solution architect
- B. Discuss with the product owner
- C. Discuss with the technical lead
- D. Discuss with the development team

## Question #1020

Topic 1

An agile project is approaching its first release date, and the product will be supported by the operations team. To ensure proper support for the product, what should the project manager do?

- A. Engage an external consultancy to assemble supporting documents and coordinate the knowledge transfer.
- B. Propose a workshop with the operations team to outline all requirements of the new software and how to properly support it.
- C. Ensure the operations team has representation in the planning and review meetings and that there are support requirements in the backlog.
- D. Create and prioritize a support manual on the product backlog to ensure adequate knowledge transfer.

## Question #1021

Topic 1

An experienced project manager is working on a complex hybrid project that has several dependencies with other projects. How should the project manager reduce the risk related to those external dependencies?

- A. Assess consolidated project plans for dependencies, gaps, and continued business value
- B. Delegate the review of dependencies to the project sponsor and resource manager
- C. Schedule a daily interproject review to track the progress of each project plan and their dependencies
- D. Ask the project management office (PMO) to review the project plan dependencies

## Question #1022

Topic 1

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

What should the project manager do first?

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

## Question #1023

Topic 1

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

What should the project manager do in this situation?

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

## Question #1024

Topic 1

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

What should the project manager do next?

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

## Question #1025

Topic 1

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

What should the project manager do to encourage the team?

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

## Question #1026

Topic 1

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

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

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

## Question #1027

Topic 1

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

Which benefits realization metric should the project manager use?

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

## Question #1028

Topic 1

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

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

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

## Question #1029

Topic 1

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

What should the project manager do next?

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

## Question #1030

Topic 1

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

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

## Question #1031

Topic 1

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

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

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

## Question #1032

Topic 1

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

What should the project manager do first?

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

## Question #1033

*Topic 1*

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

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

## Question #1034

*Topic 1*

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

What should the project manager do next?

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

## Question #1035

*Topic 1*

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

What should the project manager do?

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

## Question #1036

*Topic 1*

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

What should the project manager do next?

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

## Question #1037

*Topic 1*

A project manager collects various pieces of information and consolidates metrics in an agile project. The project manager finds that there is slack in the team in terms of productivity. The number of items sent to development per person has decreased by 10%, and the project manager used a root cause analysis (RCA) and discovered the reason is a lack of knowledge in one of the frameworks used for modeling.

What should the project manager do next?

- A. Add new members for the underperforming team
- B. Seek an external expert to review the framework
- C. Arrange for external training amid the tight project schedules
- D. Foster knowledge sharing and coaching among team members

## Question #1038

*Topic 1*

A customer support team has planned short, iterative cycles for working on customer-reported issues. Recently, there was a surge of high-priority issues that disrupted the original plan, and the team's manager is finding it difficult to manage the progress.

Which approach should the project manager suggest using?

- A. Agile Scrum approach
- B. Agile Kanban approach
- C. Spiral approach
- D. Rapid application development approach

## Question #1039

Topic 1

The sponsor of a newly formed agile project is struggling to understand the scope and to determine when critical product features will be ready to use. What should the project manager do?

- A. Move the team's kanban board to a more visible place to improve the communication with key stakeholders.
- B. Create a detailed project management plan with all planned releases and the tasks needed to deliver them.
- C. Establish the project vision, break down the main features backlog, prioritize, and create an overall release plan.
- D. Invite the stakeholder to the project's daily meetings, providing better visibility on what the team is working on.

## Question #1040

Topic 1

A risk was raised during the initiation of a project. The supplier discontinued software support for one of the project's required inputs. The project manager planned a reserve budget to allow the project to continue in the event of this occurrence.

What should the project manager do?

- A. Tell the project team to stop work, as software support will be canceled and the project cannot continue.
- B. Advise the supplier that the sponsor will pay for software support as previously planned.
- C. Ask the supplier to continue providing software support until the end of the project.
- D. Inform the sponsor that the risk has been realized and that a decision has to be made for the project to continue.

## Question #1041

Topic 1

A project manager is leading a global team that they have worked with in the past and has a high level of trust with them. The team is located in different countries and time zones and will need decisions in a timely manner.

In order to ensure that the project runs smoothly across the team, how should the project manager approach delegation?

- A. Delegate certain authorities and share information to allow fair decision-making.
- B. Delegate most authorities and share information to allow fair decision-making.
- C. Delegate most authorities and control the authority by withholding important information.
- D. Delegate certain authorities and control the authority by withholding important information.

## Question #1042

Topic 1

For some time now, doubts have been raised about who is responsible for delivering a key benefit of a project. What should the project manager do next?

- A. Meet with the stakeholders involved to clearly define their roles and responsibilities with regard to the benefit.
- B. Understand the context of the situation and escalate the problem to the steering committee.
- C. Document the risk in the risk register and generate the risk responses and their respective associated plans.
- D. Meet with the customer to obtain consensus with the recipient of the benefit and determine a means to deliver the benefit.

## Question #1043

Topic 1

A project manager is assigned to a new project. The project management office (PMO) and the project manager agree that this is the right opportunity to include daily standup meetings. The project team has never used such tools, and a few members are challenging the decision.

What should the project manager do in this situation?

- A. Update the project schedule to consider a daily standup as part of the project design phase
- B. Engage an external vendor to perform the design phase under an iterative approach
- C. Request that new team members familiar with iterative approaches be assigned to this project
- D. Define the ground rules, responsibilities, and conflict management strategies

## Question #1044

Topic 1

A bank is considering building another branch in one of three neighboring cities. The project manager has been tasked with demonstrating the benefits of building a new branch, renting an existing building, or not expanding at all.

How should the project manager proceed?

- A. Perform a gap analysis on renting in each of the locations.
- B. Calculate the costs for each option in each location and compare the net present value (NPV) for each.
- C. Perform a Kano analysis on building a new branch versus renting in each of the locations.
- D. Calculate the payback period (PBP) for building a new branch in each location versus renting an existing building.

## Question #1045

Topic 1

A project manager receives information in preparation for reporting the project's monthly performance to the project steering committee:

- Actual progress = 2 units
- Planned progress = 3 units
- Actual cost (AC) = 2 units
- Budgeted cost = 3 units

What statement should the project manager make to the project steering committee?

- A. The project is currently behind schedule but at a lower cost, and an application for a time and budget extension will be submitted
- B. The project is currently behind schedule with a corresponding cost savings, and no further actions should be taken
- C. The project is currently behind schedule with a corresponding lower cost, and every effort is being made to expedite the delayed activities
- D. The project is currently behind schedule but is under the planned expenditure, and the project manager is pleased to declare a project cost savings

**Question #1046***Topic 1*

A project manager who takes over halfway through a project determines that the cost performance index (CPI) is 0.65. A detailed audit identifies that the project cost was analogously estimated, and the audit team thinks that something was missing in the way the estimates were done.

What should have been done to avoid this problem?

- A. Utilized three-point estimates
- B. Validated the schedule performance index (SPI) to evaluate deviation
- C. Included lessons learned from past projects
- D. Used bottom-up estimating

**Question #1047***Topic 1*

A project manager manages multiple information technology (IT) projects in a matrix organization. The project manager schedules a meeting with one of the functional managers to coordinate testing support for two software development projects. Unfortunately, the functional manager is not able to attend the meeting and informs the project manager that there may not be any resources available to test the software.

What should the project manager do?

- A. Discuss the testing requirements with a test engineer and negotiate the best approach to test the newly developed software
- B. Meet with a procurement specialist to negotiate with a company that specializes in software testing to test the software
- C. Meet with the project team to collaboratively determine how the project manager can ensure the needed testing assistance is obtained
- D. Request a meeting with the sponsor to change the scope to allow the development team to conduct testing

**Question #1048***Topic 1*

A product owner is invited to a sprint review meeting. At the end of the review, the product owner says that the increment is ready to be delivered to the customer.

What conclusion should the project manager come to with regard to the product owner's statement?

- A. The product owner trusts the team and is marking the product as complete.
- B. The product owner does not have visibility into what the team has done in the product increment.
- C. The product owner will release the product to customers without showing them a demo.
- D. The product owner has evaluated the product against the definition of done (DoD).

**Question #1049***Topic 1*

A project manager is reviewing the status of a large project with team members in different countries. Through the status review, the project manager notices that one team is consistently behind schedule and their work often needs to be corrected.

What should the project manager do to improve the quality of this team's work?

- A. Guide all team members and bring in external consultants to complete the work.
- B. Review the issue with the project sponsor and work to reduce the scope for that team.
- C. Ask a local subject matter expert (SME) to assist the team in reviewing the project requirements.
- D. Evaluate the issue with the team to determine if they have the necessary skills to perform assignments.

**Question #1050***Topic 1*

During a project gate review meeting, it is identified that one of the project deliverables will require corrective actions to meet the project quality requirements. What should the project manager do first?

- A. Submit a change request to update the project quality requirements for the involved project deliverable.
- B. Update the issue log, identify the involved stakeholders, and assign resources to the corrective actions.
- C. Update the risk register and implement the approved risk response plan for quality deviations.
- D. Identify the resources that were responsible for the deliverable and request a team development plan.

**Question #1051***Topic 1*

A project team has identified a risk and wants to accept it as an opportunity to finish a project earlier than planned. The project manager realizes that the sponsor may not accept the risk since the sponsor is risk averse.

What should the project manager do?

- A. Create a contingency reserve to cover the risk in order to ensure that the risk will be accepted.
- B. Conduct a Monte Carlo analysis to determine if the team will complete the project early.
- C. Explain to the sponsor that this is a nonevent type of risk and it will be fine to accept it.
- D. Convince the sponsor that this will cost less, ultimately resulting in more profit for the sponsor.

**Question #1052***Topic 1*

One of the team members is always late to the daily standup meeting. What should the project manager do?

- A. Schedule the meeting at the end of the day to accommodate everyone.
- B. Reinforce the ground rules for standup meetings with the entire team.
- C. Speak with the team member directly to reinforce the ground rules.
- D. Ignore the situation since the team member is accomplishing their deliverables.

## Question #1053

Topic 1

A project team is facing challenges understanding how to deliver a project's scope. A senior subject matter expert (SME) from the organization's global office is in town for 1 week.

What should the project manager do to benefit from the SME's presence?

- A. Review the project scope statement with the SME.
- B. Meet with the SME to discuss the current challenges the team is facing.
- C. Organize a mentoring session with the team and the SME.
- D. Ask the SME to review the scope for alignment with the project charter.

## Question #1054

Topic 1

A client has requested that a product be implemented in 4 months and is ready to increase their budget to do this quickly. The project manager cannot comply with the request with the current resources or even additional resources. The project manager estimates that 8 to 12 months are needed for the product to go live.

What should the project manager do to address this situation?

- A. Motivate the team to work more efficiently and approve overtime in order to meet the client's goal in 4 months
- B. Seek additional resources from the subcontractors and other sources to parallelize the necessary work
- C. Discuss with the client alternative approaches to deliver the minimal viable product (MVP) in 4 months and the rest later
- D. Call a meeting with the client so they will understand that 4 months is not enough time to deliver the product

## Question #1055

Topic 1

A project manager has recently been asked to take over an existing project. The project manager would like to determine how the project has been progressing by tracking features that are in progress, completed, or scheduled to be worked on.

Which of the following can help the project manager assess the state of the project?

- A. Cumulative flow diagram
- B. Burndown chart
- C. Pareto diagram
- D. Burnup chart

**Question #1056***Topic 1*

An information technology (IT) team is responsible for the validation and release of a product developed by the agile development team. Due to other priorities for the IT team, the releases are delayed.

What action should the project manager take?

- A. Work with the IT team to prioritize the validation and release of the new features.
- B. Deliver the features when the IT team is able to validate them.
- C. Escalate the issue from the IT team to management and get the validation prioritized.
- D. Request the IT team to immediately release the product and then validate the features.

**Question #1057***Topic 1*

A project team is executing a project to replace an existing system with a new one. A new project manager has been hired and observes that the team consists of professionals who have worked with the older system, and others who have little previous experience.

What should the project manager do to ensure project success?

- A. Evaluate the current effectiveness of the team and define development needs.
- B. Assign team member roles and responsibilities based on past experience.
- C. Allow each team member to use their individual strengths for project success.
- D. Request a performance assessment for the team from the functional manager.

**Question #1058***Topic 1*

During project execution, a client asks to add one more feature to the product. After performing a change request analysis, the project manager realizes the necessary equipment will not be available in time to support this new feature, resulting in the project team being idle.

What should the project manager do next?

- A. Establish a contingency reserve.
- B. Rent ready-made equipment.
- C. Escalate the risk to senior management.
- D. Perform integrated change control.

## Question #1059

Topic 1

A project for developing software for a retail company's procurement system is in the initiation phase. The project sponsor has expressed concern that the forecasted project implementation date coincides with the company's financial budget planning period.

Which two actions should the project manager take next to address this concern? (Choose two.)

- A. Advise the sponsor that it is not feasible to determine if the end date will be met as the project is in the initiation phase
- B. Facilitate a risk workshop with all stakeholders in attendance to identify and assess all risks to the project
- C. Log the concern as a risk in the project risk register and assess the impact and severity of the risk
- D. Change the project implementation date so that the concern is alleviated and no longer applicable
- E. Communicate to the project sponsor that the implementation date is low risk and will not impact the project

## Question #1060

Topic 1

During a project status update by the project management office (PMO), the CEO is concerned that the status of all projects suddenly changed from green to red, without warning. Upper management is used to reading traditional reports related to progress and cost, and they want to continue viewing this information.

How should the PMO implement a better way to report the project's health?

- A. Request the program managers to be more accurate when presenting status reports.
- B. Ask the project managers to report on their projects using a Kanban board format.
- C. Explore reporting the earned value (EV) key performance indicators (KPIs) using agile progress as an input.
- D. Perform a root cause analysis (RCA) to find out why the status of projects is deteriorating so fast.

## Question #1061

Topic 1

A project needs to acquire a large volume of electrical supplies on a weekly delivery cycle. There are many suppliers interested in partnering, so the project manager feels confident they can negotiate a good price.

What should the project manager do first in order to ensure the best overall value in the future contract?

- A. Meet with the project sponsor to learn more about past contracting efforts for electrical supplies.
- B. Contact each of the potential suppliers to understand their price schedules for the required supplies.
- C. Identify the policies, procedures, guidelines, and legal parameters that are required in the contract.
- D. Create a time-based bill of materials containing the supplies that need to be delivered each week.

## Question #1062

Topic 1

In a complex development project with many clients and team members, there have been delays in completing the required work. What should the project manager do?

- A. Empower the team members to do their work.
- B. Work with the team to develop a risk response plan.
- C. Send an email to human resources (HR) about this situation.
- D. Inform the project sponsor about this situation.

## Question #1063

Topic 1

A project manager is transitioning from a predictive life cycle project to a new agile project. How should the project manager manage and control the scope for the new project?

- A. Estimate the work the team can complete and define story sizes to keep the project under control
- B. Spend a short amount of time defining the scope and building prototypes to refine the requirements
- C. Develop a plan to complete more work in less time
- D. Create a scope baseline and put the rest as backlog activities

## Question #1064

Topic 1

A key team member informs the project manager that they have been accepted to a master's degree program. The team member explains that the first semester of the master's program will coincide with the last phase of the project.

What should the project manager do?

- A. Suggest the team member postpone their enrollment in the master's program until the project is completed
- B. Assess the team member's commitment to the master's program and its impact on project performance
- C. Ask the team member to delegate some of their tasks to another colleague during the last phase of the project
- D. Ask the team member to inform human resources (HR) about their enrollment in the master's program

## Question #1065

Topic 1

An agile project team received an assignment to develop an industrial system that interfaces with robots. The project team does not have any previous experience performing this type of work. Team members are interested in acquiring such expertise but it may result in a project delay.

How should this situation be handled?

- A. Hire a consulting company to address the robotic interface questions, when necessary, and to help avoid delays and quality issues.
- B. Add an experienced professional to the team to reinforce knowledge sharing and help grow team expertise in the new product.
- C. Create a separate team with experienced members who understand the technology and split the product backlog according to team specialization.
- D. Use a robotics vendor company to develop the interfaces so the team will not be held back by a lack of expertise in this type of work.

**Question #1066***Topic 1*

A project manager is meeting with the project sponsor regarding a new project. The project manager tells the sponsor that, as part of the communications management plan, a weekly email will be sent with the status of the project, so the sponsor can be informed of the progress. The sponsor indicates that the email is not necessary because they will ask for a status update whenever it is needed.

What should the project manager do next?

- A. Ask the project sponsor what sort of information is needed and agree on a frequency for the communication.
- B. Agree to the project sponsor's request, but continue to copy them on the weekly email so they can be informed of progress in case it is needed
- C. Tell the project sponsor that if they prefer to not receive the communication, there is no problem in removing them from the email distribution
- D. Advise the project sponsor to request a 15-minute meeting, whenever necessary, with prior notification.

**Question #1067***Topic 1*

A team lead for a project that is currently in execution with multiple delivery teams is issuing status updates. This communication was not discussed with the project manager, and the project stakeholders are concerned about nonalignment since other teams are not providing these updates.

What should the project manager do?

- A. Instruct the team lead to stop sending the update report.
- B. Discuss with the team lead to understand the reason for the report.
- C. Examine the project reporting requirements with the stakeholders.
- D. Tell the other team leads to provide similar update reports.

**Question #1068***Topic 1*

The project team has been exposed to a large number of stakeholders who are going to be operating the system with different levels of engagement. For efficiency purposes, what should the project manager do first to minimize the number of interactions with all stakeholders, while keeping a collaborative spirit?

- A. Perform a stakeholder analysis to define the level of engagement of each stakeholder and act accordingly.
- B. Meet with the stakeholders, document their needs, and agree on the pace and channel of communication.
- C. Host regular meetings with all stakeholders to keep them engaged and get their feedback.
- D. Meet with all of the stakeholders separately, build a relationship with them, and learn about their needs.

## Question #1069

Topic 1

A supplier, who was tasked with providing an important component for a project, is unable to deliver the materials due to a large-scale labor problem. What document should the project manager use to update the details and communicate to relevant stakeholders?

- A. Project schedule
- B. Issue log
- C. Risk register
- D. Change request

## Question #1070

Topic 1

A project manager is in charge of a software development project. A key stakeholder complains that they never received the functionality test status reports. The project manager provides the reports, and the stakeholder notices that an important functionality for their area was not tested.

Which tool should the project manager have used to prevent this situation?

- A. Issue log
- B. Project scope statement
- C. Stakeholder register
- D. Project charter

## Question #1071

Topic 1

A team is not delivering the committed work. Cards are not moving on the kanban board, and the burndown chart shows that the sprint progress is slow.

What should the agile project manager do?

- A. Consider the use of alternative performance metrics.
- B. Change the work in progress (WIP) limit to reflect the team's capacity.
- C. Discuss the performance with senior leadership.
- D. Meet with the project team members who are slow in delivering tasks.

## Question #1072

Topic 1

A project manager is asked to negotiate between two team members who frequently have misunderstandings in order to reach an agreement that will advance the project. What should the project manager do?

- A. Establish common ground through collaboration and understanding the team members' needs
- B. Organize a team-building event to improve the morale among team members
- C. Encourage a positive ongoing relationship between both of the team members
- D. Coach and mentor the team members to build consensus and to resolve the ongoing conflict

## Question #1073

Topic 1

A project manager is working on a project for a startup company. The company launched cloud-based agile project management and DevOps training modules via the learning platform to support multiple self-paced and virtual learning formats. In a recent sprint, the quality assurance team failed to thoroughly inspect the modules before deployment, resulting in a poor customer experience.

Which of the following issues is the project manager facing?

- A. Nonconformance issue
- B. Escaped defect
- C. Unmet planned-to-done ratio
- D. Undetected error

## Question #1074

Topic 1

A key challenge that a project manager is facing is the lack of discipline by various team members and their inability to harness energy to achieve the project objectives. What should the project manager do to overcome this challenge?

- A. Meet with each team member separately and apply an appropriate approach with each one
- B. Assign multiple managers to the various teams and delegate all of the tasks to them
- C. Explain to the team that the project manager is ultimately responsible for the delivery
- D. Approach the project sponsor and request help in discussing the project deliverables with team members

## Question #1075

Topic 1

A product is undergoing its last iterative increment, and the project team is ready to make the final deployment. The company's financial manager is asking the project team to complete the deployment and close the project as soon as possible so it can be capitalized.

What should the project manager do?

- A. Expedite the final deployment and close the project.
- B. Ignore the stakeholder's request as there is a defined plan.
- C. Update the acceptance criteria for the iteration.
- D. Check on the definition of done (DoD) for the project.

## Question #1076

Topic 1

A project manager has been assigned to a corporate project management office (PMO). They are responsible for leading the development and rollout of updated project management procedures and templates that would include both predictive and agile approaches.

What should the project manager do after the documents are completed?

- A. Upload the files to the corporate website to be available for internal use
- B. Develop a training plan for all of the stakeholders to learn about the updates
- C. Hire an external consultant to monitor the execution of the new procedures
- D. Meet with the department managers to help them roll out the new procedures

## Question #1077

Topic 1

Organizational downsizing has resulted in the key subject matter expert (SME) resource leaving a multiyear project. What should the project manager do?

- A. Update the stakeholder register.
- B. Consult the project sponsor.
- C. Refer to the resource management plan.
- D. Modify the statement of work (SOW).

## Question #1078

Topic 1

A project manager is working on a project that is required to deliver value on an incremental basis. Which action should the project manager take to enable successful project execution?

- A. Identify the tangible and intangible benefits.
- B. Create a project schedule containing milestones.
- C. Engage with the project sponsor to understand the scope.
- D. Develop a comprehensive set of requirements.

## Question #1079

Topic 1

A bank wants to initiate a new service for its customers that will also increase revenue. This service must comply with strict cyber regulation guidelines. Halfway through the project life cycle, the cyber regulations change, which has a large impact on the project.

What type of status report should the project leader present to the stakeholders?

- A. A report including the change control process for the requested changes and the updated risk register
- B. A report containing statistics, detailed tasks to be done, and an explanation of the impact of the changes
- C. A report that includes a detailed risk mitigation plan and action items for complying with changes
- D. A report that is concise and simple, and that clearly states the impact the changes will have

**Question #1080***Topic 1*

A bank has initiated a project to replace an existing core system with a new one. The system will be launched in several stages after the completion of each project deliverable that must be approved by the key stakeholders.

What should the project manager do first?

- A. Engage experienced key stakeholders in the implementation of the project.
- B. Review the test and inspection plan with the key stakeholders.
- C. Agree on quality standards with the key stakeholders.
- D. Develop a requirements traceability matrix.

**Question #1081***Topic 1*

A project sponsor wants to develop software that would have 30 features and would be used in 10 different countries. The team feels overwhelmed with the amount of work to be done.

What should the project manager do?

- A. Support the team to find and execute the minimum viable product (MVP).
- B. Organize project execution to satisfy the project sponsor's request.
- C. Encourage and motivate the team with project incentives.
- D. Subdivide the team to handle different aspects of the project.

**Question #1082***Topic 1*

An agile senior project team member suddenly resigns from the organization. Following this departure, the remaining team members are having difficulty accessing information and are unable to complete a deliverable.

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

- A. Ensured the project repository is up to date.
- B. Made an effort to reemploy the senior project team member.
- C. Updated the job descriptions for all team roles.
- D. Provided specialist training for all team members.

**Question #1083***Topic 1*

A project manager has been assigned to a project that involves building 100 wells for a small community that is urgently in need of access to water. What should the project manager do next?

- A. Start project planning and develop the project management plan.
- B. Process a change request for additional funding due to project urgency.
- C. Hire local contractors who are familiar with the environment.
- D. Face the challenge immediately and start sending relief to the town.

## Question #1084

Topic 1

A project manager discovered that a component on the critical path is in danger of delay due to continuous disagreements between two developers. This personality-related issue can't be resolved by the team.

What should the project manager do?

- A. Log the issue in the register and delay the development of the component.
- B. Log the issue in the register and ask the team to make a decision by voting.
- C. Log the issue in the register and escalate to the human resources (HR) manager.
- D. Log the issue in the register and let the developers resolve the conflict.

## Question #1085

Topic 1

In a weekly status meeting with the client, the project manager asks each team member to present how their deliverables are impacting the customer's final product requirements. Which leadership skill is the project manager applying?

- A. Focusing on the important things
- B. Maintaining team spirit and cooperation
- C. Having a holistic and systemic view
- D. Ensuring that expectations are clear

## Question #1086

Topic 1

A construction company recently won the bid for a project to build a cable bridge. A project charter has been prepared and a project manager has been assigned. The project manager is creating a work breakdown structure (WBS) for the project.

To what level should the project manager decompose their project?

- A. To the lowest level where cost and duration can be estimated and managed
- B. To the level where the highest level of quality is maintained
- C. To level four of the schedule for bridge construction
- D. To the level where the bridge can be constructed safely

## Question #1087

Topic 1

A project manager is working on a global project. One team member is from a different country and is unable to attend project meetings on a regular basis. Because of this, other team members have started questioning the need for the project meeting. This issue is affecting the time line deliverable and quality parameters.

What should the project manager do to manage the project deliverables?

- A. Define the rules for the project meeting.
- B. Make it mandatory for all members to attend all project meetings.
- C. Make it mandatory for all members to discuss their work at project meetings.
- D. Define the agenda for the project meeting.

## Question #1088

Topic 1

During a project status meeting with senior managers, the project manager gives an update about the status of a deliverable. Some of the senior managers claim not to know about the deliverable.

What should the project manager do next?

- A. Check if these stakeholders attend regular project meetings.
- B. Meet with these stakeholders to review the project charter.
- C. Review the project charter to validate this claim
- D. Validate if the project charter changed from the original one.

## Question #1089

Topic 1

A project manager is assigned to an agile project that has an aggressive time line and a fixed budget. Currently, the majority of the items are in the backlog and only a few are in process or completed.

What should the project manager do?

- A. Work on the backlog activities with fewer story points.
- B. Ask for more resources to clear the backlog activities.
- C. Prioritize which backlog activities should be kept.
- D. Assign an owner for each backlog activity and track progress

## Question #1090

Topic 1

Team members of a new scrum team are skilled and excited about the project, despite never having worked together before. The project leader requested an offsite team building activity to talk about the project and get familiar with each other, but the activity was not approved by the sponsor who is trying to save money. The project leader believes it is important to hold a team building activity to bring the team together.

What should the project leader do?

- A. Tell the team that the event will be handled at the end of the project due to current financial constraints
- B. Bypass the event because the team members' seniority is enough to engage without further activities
- C. Explain the financial constraint and ask each team member to pay their own share for the event
- D. Use the office facilities and support to organize an interactive event for the team members in-house

## Question #1091

Topic 1

A project manager held a meeting and framed the project schedule. A critical stakeholder, who was not consulted at the time of the schedule discussion, complained that the published dates are not agreeable due to a prescheduled task for another assignment.

What should the project manager do first?

- A. Organize a new schedule framing meeting with the critical stakeholder to obtain input.
- B. Discuss with the project sponsor and create a new project schedule.
- C. Analyze the root cause of the issue and update the communications management plan.
- D. Reach out to the project sponsor and request additional resources.

## Question #1092

Topic 1

A project team consists of eight resources working on a complex project. The chief technical designer prefers to work alone and seldom talks in meetings, but produces good designs. The technical lead is always energetic, has lots of opinions about the project, and constantly clarifies their thoughts in discussions.

What should the project manager do to improve overall team performance?

- A. Ask the chief technical designer to provide their feedback by email.
- B. Let the team dynamics continue as is since the current team mix works well.
- C. Encourage the chief technical designer to engage more with the team.
- D. Ask the technical lead to drive the project's technical discussions.

## Question #1093

Topic 1

The project management office (PMO) assigns a project manager who specializes in hybrid approaches to a predictive project that is off track from both the cost and schedule perspectives. The project runs into further delays as the project manager is ramping up on the project. The stakeholders are unhappy and ask senior management to replace the project manager.

How should the project manager approach this situation?

- A. Meet with the stakeholders to understand their concerns and define an action plan to resolve issues.
- B. Escalate the stakeholder issue to the management team and ask for help with resolving the conflict.
- C. Socialize with the stakeholders to better understand their needs and reset expectations.
- D. Continue to work on the project until the stakeholders and management come to a decision.

## Question #1094

Topic 1

A project manager has been assigned to a new project. The project schedule is extremely short. During an iteration review meeting, the key stakeholder mentions that they are experiencing some inefficiencies in their work processes.

What should the project manager do?

- A. Perform a schedule impact analysis with the team.
- B. Ask the team to evaluate their process
- C. Review deliverables with the key stakeholder.
- D. Seek support from the project sponsor.

## Question #1095

Topic 1

At a project status meeting, different activities were agreed upon for the following weeks. At the end of the first week, the project team realizes that the activities were executed in the wrong way because each team member had a different understanding. These misunderstandings have caused a delay in the project.

Which of the following actions should the project manager take to avoid this situation in the future?

- A. Conduct reviews prior to performing activities.
- B. Monitor the team's performance metrics.
- C. Document the agreement in the meeting minutes.
- D. Use a common communication terminology.

## Question #1096

Topic 1

A project manager is leading an agile project in an organization that has not executed this type of project before. In order to ensure the project is following the compliance requirements, what should the project manager do?

- A. Use the risk register to document all of the compliance vulnerabilities generated by the project so that all decisions are well documented and approved by stakeholders.
- B. Meet with the project management office (PMO)/compliance entity to work on process tailoring to ensure that the agile deliverables support the compliance requirements of the organization.
- C. Follow the organization's process and deliverables for predictive projects, even if they compromise the agility and performance of the project.
- D. Coach upper management on agile practices, explaining that an agile project is concerned with value delivery, and negotiate a way out of the compliance requirements.

## Question #1097

Topic 1

A project manager has just been assigned to a team that is developing a new design product. The work breakdown structure (WBS) has been created and the activities have been assigned to the team members. The project manager finds that there are activities that could be completed sooner by other team members. If the current assignments are left as is, the project could be delayed 2 weeks.

What should the project manager do in this situation?

- A. Ask the team members to work overtime to finish the tasks on time according to the schedule
- B. Review the work allocation and reassign some tasks to shorten the critical path
- C. Maintain the task assignments as planned and compress the other tasks to keep the project on schedule
- D. Keep the task assignments unchanged since the project management plan has been approved

## Question #1098

Topic 1

In a global project, the project manager has to plan and manage communication between the team members and stakeholders in order to ensure the project will remain on track and achieve its goals.

What should the project manager do?

- A. Consider cultural differences among stakeholders.
- B. Understand how political aspects can affect the project.
- C. Schedule communication training for management-level stakeholders.
- D. Conduct an integration meeting among all stakeholders.

## Question #1099

Topic 1

How can agile measurements improve upon predictive measurements in cases where the final 10% of a project takes longer than planned?

- A. By focusing on the delivery of incremental working products to the customer
- B. By conducting daily standups to more accurately track project deliverables
- C. By reviewing burnup charts to determine the effort required against estimated earned value
- D. By scheduling iterative meetings with the product owner to improve project tracking

## Question #1100

Topic 1

A project team consists of members based in country A and subject matter experts (SMEs) based in country B with a 12-hour time difference.

What can the project manager do to improve interactions between the team members in both countries?

- A. Identify virtual communication methods and arrange for regular team meetings accordingly.
- B. Plan for frequent face-to-face meetings.
- C. Explore the opportunity to have both teams collocated.
- D. Ensure full participation of both the product owner and business SMEs in scope planning sessions.

## Question #1101

Topic 1

A project team is working hard to reach a milestone. The team morale is low because of the extended hours worked to meet the deadline. Adding to this tension is the fact that the team works remotely, and there has been little time to build relationships or get to know team members beyond the tasks that everyone performs.

What should the project manager do to address the remote team's morale?

- A. Evaluate the challenges and capture them with the team as part of the lessons learned
- B. Plan a party to celebrate everyone's accomplishments after reaching the milestone
- C. Offer opportunities for coworkers to interact beyond tasks, and model this behavior to create a safe space
- D. Invite the team to a work retreat to allow the team to build relationships in person and reach the milestone as planned

## Question #1102

Topic 1

A construction project for a nuclear power plant will reduce the region's energy dependence on external electricity supplies. The project manager has received support for the project from several leaders in the region. However, some people from the government want to stop this project to focus on developing renewable energy sources.

Which stakeholders should the project manager include in the stakeholder engagement plan?

- A. Stakeholders who disagree with the project so as to proactively manage their expectations.
- B. Stakeholders who have been identified and who have needs and a potential impact on the project.
- C. Stakeholders who are supporting the project in order to obtain additional resources.
- D. Stakeholders who are selected by the project sponsor who have a potential impact on the project.

## Question #1103

Topic 1

A project manager is working on an agile project. The organization decided to implement the Scrum framework. The project manager organized a workshop to explain the differences between traditional project artifacts and the Scrum approach. The most frequent question raised is what artifact will replace the project schedule.

What should be the project manager's response?

- A. Product roadmap and sprint backlog
- B. Sprint backlog and scrum board
- C. Sprint plan and product roadmap
- D. Product backlog and scrum board

## Question #1104

Topic 1

A project manager has been assigned to a global project involving regulatory bodies, government agencies, internal company leaders, the project team, and end users.

What should the project manager do to engage them all effectively?

- A. Gather business requirements.
- B. Check lessons learned from past projects.
- C. Remove any bias that exists on the team.
- D. Analyze the stakeholders.

## Question #1105

Topic 1

A project is in the final stages, and a key stakeholder demands a change to a product feature that will add 2 weeks to the critical path. What should the project manager do?

- A. Initiate a risk response strategy from the risk register.
- B. Perform a detailed assessment to analyze the impact.
- C. Reject the changes as the project is in the final stages.
- D. Use schedule compression methods to alter the critical path.

## Question #1106

Topic 1

A project manager is newly assigned to the second phase of an ongoing project. During the implementation, a defect occurred and no one knows how to fix it, as the former engineering team has moved to another project. The customer warns that previously, this defect negatively affected the project schedule.

What should the project manager do first?

- A. Check the organizational process assets (OPAs).
- B. Update the risk management plan.
- C. Acquire knowledgeable resources.
- D. Extend the timeline of the project.

## Question #1107

Topic 1

A project manager has taken over an agile project. There have been several issues during product development due to unclear product requirements.

How should the project manager resolve this issue?

- A. Assist the team in estimating project tasks such as milestones and story points.
- B. Gather the project team and product owner to find a solution design.
- C. Review issues and identify opportunities for improvement that add value to the product.
- D. Ask the team to rework the definition of done (DoD) before items can be pulled into the backlog.

## Question #1108

Topic 1

A project manager has just been assigned to a new project. The project manager's first task is to present the project benefits to the stakeholders.

Which three items should form part of the presentation? (Choose three.)

- A. Risks associated with achieving the target benefits
- B. Stakeholder register
- C. Communications management plan
- D. Expected business value
- E. Metrics to measure benefits throughout the project

## Question #1109

Topic 1

A project has been running successfully for 2 months. At a regular project meeting, the team raises several potential obstacles to future progress. The obstacles include vendor delivery performance, technical performance of a subsystem, and conflict with another division of the organization.

What should the project manager do next?

- A. Escalate the obstacles to the project sponsor for assistance with resolution.
- B. Engage with the external stakeholders and the other division of the organization to resolve the issues.
- C. Work with the team and others in the network to assess and prioritize the obstacles.
- D. Determine a change response to identify and resolve the obstacles to move the project forward.

## Question #1110

Topic 1

A project team was asked to resume development activities on a project that was suspended for a few months due to the fast-changing environment and conditions. What should the project lead do?

- A. Review the items remaining in the backlog with the project team
- B. Ask the project team to approve all of the remaining backlog items
- C. Ask the program manager to approve the backlog with the client
- D. Review the items remaining in the backlog with the project sponsor

## Question #1111

Topic 1

During project execution, a project manager discovers that the budget at completion has shifted significantly and is higher than expected. What should the project manager do?

- A. Perform a root cause analysis of the project performance.
- B. Adjust the original budget estimates with the current cost variance.
- C. Review the activity duration to reforecast the project completion date.
- D. Negotiate the project changes and adjust stakeholder expectations.

## Question #1112

Topic 1

In a project using a hybrid approach, the performance of the team was consistently excellent during the predictive stages. When the iterations began, however, the team members started to show signs of low commitment, conflicts, and confusion, resulting in low morale.

What should the project manager do to handle this situation?

- A. Coach the team members on agile processes and knowledge.
- B. Perform team-building activities and enhance collaboration.
- C. Identify the team members who are impacting low morale.
- D. Give team members more authority to make decisions.

## Question #1113

Topic 1

During the daily standup meeting that is assessing progress against the current sprint, a team member reports some delays due to a component managed by an external vendor. How should the project manager address the team member's concern?

- A. Implement fast tracking to reduce the impact of the delay on the sprint.
- B. Ask the team member to provide details to address the issue with the vendor.
- C. Ask the team member to resolve the issue independently to minimize further delays.
- D. Update the communications management plan to prevent future reoccurrence.

## Question #1114

Topic 1

During the last iteration of a hybrid project., one of the key members of the team wants to leave the project. What should the project manager do to address this concern?

- A. Update the burndown chart to reflect this resource's absence.
- B. Keep activities as planned regardless of the resource change.
- C. Have a meeting with the resource to understand the issue.
- D. Request an additional resource to finish the project.

## Question #1115

Topic 1

A project manager finds a mistake with an important server acquisition. The acquisition was expected for a critical path activity but has not arrived yet, causing significant impacts on time and cost. The team member responsible for this activity argues that they sent several emails to the supplier but received no reply.

Which document should be used to help avoid this kind of situation?

- A. Communications management plan
- B. Escalation process
- C. Statement of work (SOW)
- D. Stakeholder register

## Question #1116

Topic 1

In an agile project, the team planned to complete 40 story points in an iteration, but only completed 30 story points. What is the schedule performance index (SPI)?

- A. 30/40
- B. 30/70
- C. 40/30
- D. 40/70

## Question #1117

Topic 1

After 35 years of service, a company's CEO has retired. The new CEO is planning to digitally transform the company and has assigned a new project manager to assist in this endeavor. The initial backlog has been created and agreed upon, and the team members have been assigned.

What should the project manager do before the project kick-off meeting?

- A. Perform integration management activities to consolidate the plans.
- B. Compare the team's expertise against the project requirements.
- C. Conduct a backlog refinement and identify the key activity to start with.
- D. Review the project's environment to understand the organizational culture.

## Question #1118

Topic 1

A company is starting a new agile project with a team that has expertise working on these kinds of projects. During the backlog refinement meeting, the team realizes that they are not completing the estimations because some key information is missing.

What should the project manager do?

- A. Ask to postpone the iteration planning because the estimation is not complete.
- B. Ask the product owner to review the stories with stakeholders prior to planning.
- C. Review the project backlog with the product owner before estimating the stories.
- D. Review the previous project estimations and assign them to the stories.

## Question #1119

Topic 1

A project manager is involved with a project to remodel a long-used product. There are no proper records for the original design and execution of the original product. The stakeholders doubt that the remodel can be accomplished without this information and are hesitant to provide support for the project.

What should the project manager do?

- A. Acknowledge the stakeholders' concerns with open dialogues and realign the project with stakeholder requirements and past lessons learned
- B. Create a plan to inform stakeholders on the progress so they are able to see that the project can succeed
- C. Share the threats of not updating old solutions and ask stakeholders to be patient with any inconveniences
- D. Solicit a larger reserve for cost and time and manage the stakeholders' expectations

## Question #1120

Topic 1

A project is starting its third iteration out of six. During planning, the team realized that all of the requirements were not defined clearly enough to start working.

What should the project manager do?

- A. Review and replace the unclear requirements with ones that are clear.
- B. Update the issue log and escalate it to the project sponsor.
- C. Meet with the product owner to review the project backlog.
- D. Invite key users to the next daily meeting to get requirement clarification.

## Question #1121

Topic 1

A project team is working to deliver a solution to manage nationwide crisis relief operations. The project team is spending most of its time in meetings with end users. The meetings have been slowing down project progress.

What should the project manager do to keep the deployment on track while obtaining stakeholder approval?

- A. Inform the stakeholders that a daily meeting will take place at a specific time and ask them to share their feedback during this time.
- B. Stop attending meetings, start development with what was collected so far, and define a date for the first delivery of the solution.
- C. Ask the project sponsor to attend the meetings on behalf of the team while the team is working on the development.
- D. Put all of the requirements, priorities, and progress on a visible board, share it with all entities, and decrease the number of meetings.

## Question #1122

Topic 1

A new team member inquires about how much they need to learn about the organizational process assets (OPAs) residing on the company intranet. Another team member states they only need to know the basics. However, the project manager believes the team member should know everything regarding the OPAs.

What should the project manager do?

- A. Create a training schedule for the new team member to follow over the next few weeks.
- B. Escalate the inquiry to the team member's functional manager.
- C. Clarify the relevance of reviewing the documentation on the intranet.
- D. Ask a senior team member to help the new team member navigate through all the documentation.

## Question #1123

*Topic 1*

A project team is in the planning stage and has prepared a list of activities and completed sequencing the activities. During a review, the team noted that there is a dependency missing between:

- Test the product
- Release to customer

According to the quality management plan, the product must be tested before being released.

How should the project manager enter this dependency?

- A. Start to start
- B. Finish to start
- C. Finish to finish
- D. Start to finish

## Question #1124

*Topic 1*

A project manager has access to risk management tools but chooses to use a quantitative method to evaluate the project risks. During project execution, the project sponsor asks for an updated risk matrix.

What should the project manager do next?

- A. Use integrated risk management software to evaluate the risks.
- B. Trust in the quantitative method already chosen as it is a precise method.
- C. Add new risks and send the risk matrix to leadership for approval.
- D. Use their own professional knowledge to reassess the risks.

## Question #1125

*Topic 1*

In a highly politicized organizational environment, the stakeholders are driven by their own operational or business goals, which results in conflicting interests regarding the project. What should the project manager do to steer the stakeholders toward the collective project goal?

- A. Anticipate, alert, and follow the risk management process.
- B. Discuss, educate, and follow the communications management process
- C. Detect, track, and follow the issue management process
- D. Promote, inspire, and follow the stakeholder engagement process

**Question #1126***Topic 1*

An agile project is running its second iteration out of six. A marketing director, who is a key stakeholder, contacts the project lead for a high-level report of the project.

What should the project lead do?

- A. Ask the product owner to develop the new report based on the iteration information.
- B. Develop the requested report based on the iteration information.
- C. Explain to the stakeholder that the key indicators are by iteration.
- D. Tell the stakeholder that a new report will be produced at the end of the iteration.

**Question #1127***Topic 1*

A project manager has recently moved to an organization to lead a key project. The project manager notices that team performance is below the target, and the tasks assigned are not delivered on time. Team commitment is also not as appropriate as it should be.

What should the project manager do?

- A. Schedule a meeting and communicate the performance concern to the team.
- B. Hire a project team leader who can influence the project team members.
- C. Apply an agile approach to help improve team performance.
- D. Study and determine the appropriate leadership style suitable for the team.

**Question #1128***Topic 1*

A project manager has commissioned a design study from a consulting firm to investigate a number of alternatives. The project manager has a strict policy on the cost of the study and has established a number of cost triggers and trend analyses.

Which tool is the project manager using?

- A. Time and materials (T&M) contract
- B. S-curve analysis
- C. Earned value (EV)
- D. Control chart

## Question #1129

Topic 1

A project using a hybrid approach to migrate from a current system to a new and enhanced system is underway. The plan is to migrate the system in stages. However, the operations team is complaining that they are not ready to start supporting the new system.

How should the project manager effectively approach this situation?

- A. Include knowledge transfer sessions between the project and operations teams at every stage.
- B. Prepare detailed documentation to be shared with the operations team during project closure.
- C. Change the project management plan to add a final stage for product handoff to the operations team.
- D. Create a lessons learned register to include operations team training for future projects.

## Question #1130

Topic 1

A project manager is assigned to a project to develop a mobile app. The sponsor explains that the application should do better than their closest competitor's app. The sponsor's expectation is that the team can be put together and start work immediately.

What should the project manager do?

- A. Define the project scope with the stakeholders and determine how formal acceptance will be obtained
- B. Start working on the resource management plan in order to identify the best team for the project.
- C. Utilize expert judgment and organizational process assets (OPAs) to estimate the effort and budget
- D. Review the competitor's app to understand the functionalities that the project scope should consider

## Question #1131

Topic 1

A senior project manager is assigned to lead a team of project managers to run a large initiative. One of the key stakeholders often bypasses the senior project manager and gives instructions to the other project managers directly.

What should the senior project manager do?

- A. Tell the project managers to document the stakeholder's instructions.
- B. Evaluate the stakeholder analysis to identify the stakeholder's influence.
- C. Review the benefits realization plan with the sponsor and the stakeholder.
- D. Escalate to the project sponsors and the manager of this stakeholder.

## Question #1132

Topic 1

Halfway through project execution, stakeholders ask for equipment that was expected to be procured. The project manager explains that the equipment was purchased, but differs from what the stakeholders are currently asking for. This is because the initial requirements were changed during a previous meeting.

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

- A. Ensured project requirements were validated and communicated with the procurement team
- B. Ensured changing stakeholder needs and requests were properly monitored
- C. Ensured procurement contracts were able to be canceled when situations like this arise
- D. Ensured that communications were sent to all stakeholders when requirements change

## Question #1133

Topic 1

A project manager noticed that a team member has been struggling with some tasks, which may ultimately impact the completion date. Team morale is low because they will not get the expected bonus if they do not finish on time.

What should the project manager do next?

- A. Update the project schedule and budget estimates.
- B. Ask the client to approve a delay in the project schedule.
- C. Acknowledge the team for their accomplishments, encourage them, and offer assistance to avoid future delays.
- D. Ask the human resources (HR) department to replace the team member and add an additional resource.

## Question #1134

Topic 1

One of the key stakeholders on the project team reaches out with an additional requirement that may impact the overall schedule. A discussion with another stakeholder suggests that this might just be a small task.

What should the project manager do?

- A. Perform a qualitative risk analysis.
- B. Coordinate design document preparation.
- C. Request further clarification of the requirement.
- D. Manage the engagement of this stakeholder.

## Question #1135

Topic 1

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

What should the project manager do?

- A. Perform an impact analysis to see the effect on the project
- B. Examine ways of modifying the scope of the project.
- C. Adopt a resource leveling procedure to level the resources
- D. Retrieve the documentation that shows the resource allocation

## Question #1136

Topic 1

Company A has a culture of adhering to policies and procedures. A project manager is applying an agile approach to their in-house software development project, but even with training, they are still unable to deliver efficiently.

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

- A. Empower and coach the team members to focus on project delivery results.
- B. Identify key team members who can influence others to contribute efficiently.
- C. Follow company procedures and retrain team members on the agile approach.
- D. Ask company management to delay the project and grant it additional time.

## Question #1137

Topic 1

A project manager is using a hybrid approach for a project. The project team created and reviewed the risk log with the stakeholders at the beginning of the project. However, midway through the project, the project team and stakeholders became misaligned with the risks and mitigation strategies.

When should the risks be reviewed to ensure alignment between the project team and the stakeholders?

- A. During each steering committee meeting
- B. During the retrospectives
- C. During the risk register update
- D. During each iteration and review

## Question #1138

*Topic 1*

A project is in the planning phase. The project manager notices that the available engineers do not have the required skills. Since outsourcing is not an option for this project, the project manager asks human resources (HR) to hire or assign engineers with the required skills. However, the company cannot afford this at the moment.

What should the project manager do first?

- A. Introduce a mentoring program to facilitate knowledge sharing.
- B. Change the scope to include only the work that the team is qualified to do.
- C. Add extra time for training during the course of the project.
- D. Use the management reserve to obtain the needed resources.